COUNCIL

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

EMBARGOED UNTIL 4pm WEDNESDAY 28 SEPTEMBER 2016

Agenda

Date **Wednesday 28 September 2016**
Time 4.00pm
Venue Council Chamber, Matariki

Refer to Page No.

1. APOLOGIES:

2. CONFLICTS OF INTEREST
Every Member has an obligation to declare any material interests relevant to any University of Canterbury activities and to ensure that any conflict arising from the material interests is noted and managed appropriately

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4. MATTERS ARISING
   4.1 Faculty/College Merger Implementation Update

5. FROM THE CHANCELLOR
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   5.4 UCSA Building presentation – Mr James Addington, UCSA President and Mr Dave Hawkey, UCSA CEO in attendance

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   8.1 Academic Board Report 55-58

9. PUBLIC EXCLUDED MEETING

Motion by the Chancellor for Resolution to Exclude the Public Pursuant to s48 of the Local Government Official Information and Meetings Act 1987:

I move that the public be excluded from the following parts of the proceedings of this meeting, namely:

Item on Public Excluded Agenda	General Subject Matter	Reason for passing this resolution in relation to each matter	Grounds under section 48(1) for the passing of this resolution
6.1	**Innovation Medal**	To protect the privacy of natural persons, including that of deceased natural persons	**7(a)**
6.2	**Election of UC Foundation Trustee**	To protect the privacy of natural persons, including that of deceased natural persons	**7(a)**
7.1	**Risk Report**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To avoid prejudice to measures protecting the health or safety of members of the public.	**7(f)(i)** **7(d)**
8.1	**UC Futures**	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	**7(h)**
8.2	**Financial Forecast Report**	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	**7(h)**
9.1	**Presentation on UC Foundation**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	**7(f)(i)**

I also move that the Deputy Registrar, UC Directors, Secretary of Academic Board and the University Council Co-ordinator be permitted to remain at this meeting because of their knowledge of the various matters being discussed. This knowledge will be of assistance in relation to the matters discussed, and is relevant because of their involvement in the development of the reports to Council on these matters.

10. REPORT FROM THE PUBLIC EXCLUDED SESSION

11. GENERAL BUSINESS

12. NEXT MEETING –Wednesday 26 October 2016

COUNCIL

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Minutes

Date	**Wednesday 31 August 2016**
Time	4.00pm
Venue	Council Chamber, Level 6 Matariki
Present	Dr John Wood (Chancellor), Dr Rod Carr (Vice-Chancellor), Mr James Addington, Mr Peter Ballantyne, Ms Catherine Drayton, Mr Bruce Gemmell, Mr Tony Hall, Mr Malcolm Peterson Scott, Mr Shayne Te Aika.
Apologies	Ms Sue McCormack (Pro-Chancellor), Professor Roger Nokes, Mr Warren Poh.
In Attendance	Mr Jeff Field, Registrar and University Council Secretary Professor Ian Wright, DVC (Research and Innovation) Ms Alex Hanlon, Executive Director, Learning Resources Mr Keith Longden, Chief Financial Officer Dr Andrew Bainbridge-Smith, Head of Academic Services Mr Adrian Hayes, Financial Controller Ms Robyn Nuthall, UC Futures Programme Manager Mrs Raewyn Crowther, University Council Co-ordinator

CONFLICTS OF INTEREST

There were no conflicts of interest notified.

MINUTES

The minutes of the meeting held on 27 July 2016 were approved.

MATTERS ARISING

Faculty/College Unification Implementation

Vice-Chancellor, Dr Rod Carr, and Dr Andrew Bainbridge-Smith, Head of Academic Services, provided an oral update on progress in the implementation of the union of Colleges and Faculties. Policies had been reviewed and the process of reviewing regulations was under way. Legal advice had been requested regarding the terms of endowments, particularly the Erskine Trust, and to advise on any other statutory obligations. PVCs had met to design the College Forum and a review of the website and publications was planned.

FROM THE CHANCELLOR

Chancellor's Meetings
The schedule of meetings was noted.

Council Work Plan 2016
An updated copy of the Work Plan was tabled and the Registrar, Mr Jeff Field, highlighted the changes that had been made to the document, noting the upcoming health and safety site visit on 19 September to RSIC.

Council Handbook
Mr Field presented the 2016 UC Council members' handbook, to be read in conjunction with the TEI guide. A further review of the handbook would be done early in 2017.

Council Appointment to UC Foundation
Mr Warren Poh was the current Council appointee to the UC Foundation. His term of office had expired and nominations for the position were invited with the election to be held at the September meeting. Mr Poh would be asked if he was interested in remaining in the position.

Election of Student Representative to Council
Mr Field advised that Mr James Addington had been re-elected as UCSA President for a further term and that all students had been able to participate in the voting. There would therefore be no difficulty for Council to appoint him as student representative on Council. The September meeting would receive a report from the Returning Officer and the appointment would be considered at that meeting.

Executive Committee Report – Adoption of Six Monthly Accounts
The Chancellor reported that the Executive Committee had adopted the Six Monthly Accounts by electronic means in order to meet the NZX deadlines, following a full review of the accounts by the Finance Planning and Resources Committee (FPRC) and the Audit and Risk Committee (ARC). A teleconference had also been held to allow Council members to ask questions and provide comments. The full papers were included in the agenda for information.

AVC (Māori) Presentation
Mr Darryn Russell, AVC (Māori), was welcomed to the meeting and provided Council with a report on the Māori Development Strategy. He was supported by Ripeka Tamanui-Hurunui, (Kaiārahi Service Units and MDT manager).

Mr Russell remarked on:

- Context – in 2016 the Māori role was 1116, proportionately higher than the general population. There had been a 50% increase in Masters and PhD enrolments and a steady increase overall since 2013.
- Recruitment – Difficult nationally as UC was competing in a very small market. It was necessary to develop:
    - A sense of belonging

  - Competencies of staff
  - Physical environment
  - The ability for Māori students to leave home
- Step Change – This would require a lot of money. Mr Russell described examples of a model that worked, providing full support for targeted students identified in Year 12/13, (irrespective of their academic performance), supported through a foundation programme to enable them to succeed in health sciences. Both were funded by the Ministry of Health and had proved to be successful. If adopted at UC it could focus on engineering, Te Reo or early childhood teaching.
- Retention – There was already success in this area. The Māori Development Team had realigned to focus on Year 1 and Year 2 and there was good engagement by academic staff. Early warning systems remained a challenge.
- The Strategy for Māori Development would produce the step change with the creation of bicultural competence and confidence being the most important contribution to the graduate profile.

In questioning, Mr Russell commented:

- Bi-cultural competence was impacting on students though there was still work to be done to address course content.
- There was an appetite for collaboration across institutions and Te Tapuae o Rehua was reconsidering its strategic aim.
- There was a need to address secondary school course structures as students opt for Te Reo or culture subjects, cutting access to science courses and leaving them with few options by Year 13.
- There were challenges to providing a sense of belonging.

Mr Russell and Ms Tamanui-Hurunui were thanked for their report.

Feedback on Pasifika Strategy meeting

The Chancellor noted that a meeting had been held with Council members Shayne Te Aika and Malcolm Peterson Scott present. An opportunity for a presentation or workshop on the Pasifika Strategy would be provided in the future.

Mr Te Aika reported that the meeting had been useful but the responses from the presenters were operational matters rather than relevant to governance. Greater clarity needed to be provided if such meetings were to be held again. Mr Scott agreed that the information provided had been useful and the engagement constructive. The issues were in retention rather than recruitment of Pasifika students.

FROM THE VICE-CHANCELLOR

Monthly Report

The report was taken as read. In discussion it was noted that:

- The Productivity Commission had advised that its draft report would be released for comment on 29 September. The University would be making a response. The Chancellor also noted that the Universities New Zealand Chancellors' Group

intended to re-engage with the Commission.

- The University would be making a submission to the Christchurch City Council advocating for resident parking zones around campus.
- Applications to the halls of residence for 2017 were up by 14% on last year but it was early data and this might reflect students applying to multiple institutions.
- The Education Amendment Bill draft is due on 15 September and would be likely to include the pooling of funds solution for trust funds and the ability for electronic meetings.
- The Rugby Club had affiliated with UCSA and the tenant had been evicted. Discussions were continuing on the lease and insurance arrangements. It was noted that a number of All Blacks were former members of the club and there was support in the community for the club.

In questioning it was noted that:

- The general staff long-service awards were well received and Council members could consider attending future functions.
- The Academic Board Review was continuing with a Working Group putting up a straw-man proposal. Further advice would be sought from the Academic Board and there was a degree of overlap with the College/Faculty unification process.
- The Vice-Chancellor provided a set of slides for information on the correlation between school decile and UE results and enrolments, and Maori and Pasifika enrolment data.

Moved

THAT: The Vice Chancellor's Report be received.

Carried

FROM THE FINANCE, PLANNING AND RESOURCES COMMITTEE

The Chair of the Finance, Planning and Resources Committee (FPRC), Ms Catherine Drayton, presented the reports from the meeting of FPRC on 15 August 2016.

CAPEX Report to 30 June 2016

Ms Drayton highlighted the schedule of Business Cases which had been updated in the Council work plan.

Moved

That: Council note the CAPEX Quarterly Report to June 2016.

Carried

Fair Trade

It was noted that the University would seek to be accredited as a Fair Trade provider but this would not require other non-Fair Trade operations on campus to change. Some procurement practices would change as a result of this accreditation.

Moved

<u>That</u>: Council endorse the University seeking Fair Trade accreditation.

Carried

FROM THE AUDIT AND RISK COMMITTEE

The Chair of the Audit and Risk Committee (ARC), Mr Peter Ballantyne, presented the reports from the meeting of ARC on 15 August 2016.

Health and Safety

Mr Ballantyne noted that due to the importance of health and safety the quarterly reports would continue to be provided to Council. The current report highlighted:

- Field activities
- Contractors
- Wellbeing
- Health monitoring
- College of Engineering Standard Operating Procedure project

Moved

<u>That</u>: Council note the Health and Safety Report.

Carried

FROM THE ACADEMIC BOARD

Academic Board Report

Dr Andrew Bainbridge-Smith, Head of Academic Services, introduced the report on behalf of the Chair.

Matters raised at the Academic Board meeting included:

- Investment Plan 2017-19
- Reporting on graduate attributes
- 2018 Academic Year dates and signalling of 2019 and 2020 dates
- Reduction of library services
- Teaching/research workloads

In particular it was noted that it was unlikely there would be alignment of Academic Years among university institutions though Lincoln University was likely to match the UC dates.

Moved:

<u>That:</u> Council approve the following qualification proposal, which may require further approval from or noting by CUAP:

<u>From the Faculty of Arts</u>

To amend the Master of Arts, Master of Science, Postgraduate Diploma in Science, Bachelor of Arts with Honours, and Bachelor of Science with Honours to

include the new postgraduate courses in Philosophy that will now all be 30 points.

Carried

Moved

That: Council note the Academic Board Report.

Carried

PUBLIC EXCLUDED MEETING

Moved

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

Item on Public Excluded Agenda	General Subject Matter	Reason for passing this resolution in relation to each matter	Grounds under section 48(1) for the passing of this resolution
7.1	**Risk Report**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To avoid prejudice to measures protecting the health or safety of members of the public.	**7(f)(i)** **7(d)**
8.1	**UC Futures**	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	**7(h)**
8.2	**CETF Risk Sharing Mechanism**	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	**7(h)**
8.3	**Peoplesoft Upgrade Business Case**	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	**7(h)**
8.4	**Dovedale Business Case**	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	**7(h)**
8.5	**UC TEC Investment Plan**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	**7(f)(i)** **7(h)**
8.6	**Library and Archives Accession Moratorium**	To protect the privacy of natural persons, including that of deceased natural persons	**7(a)**
8.7	**Financial Forecast Report**	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	**7(h)**
9.1	**Draft minutes Audit and Risk 15 August**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	**7(f)(i)**
9.2	**H&S Visit to Chemistry Follow-up**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To avoid prejudice to measures protecting the health or safety of members of the public.	**7(f)(i)** **7(d)**
9.3	**UC Futures Key Risks**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University	**7(f)(i)**
9.4	**KPMG Country Plan IQA and Management Response**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	**7(f)(i)**

and that UC Directors, the Head of Academic Services and the Council Co-ordinator be permitted to remain at this meeting because of their knowledge of the various matters being discussed. This knowledge would be of assistance in relation to the matters discussed, and was relevant because of their involvement in the development of the reports to Council on these matters.

Carried

RETURN TO PUBLIC MEETING	Members returned to public meeting at 6.30pm and item 8.5 UC TEC 2017-19 Investment Plan was confirmed in public and members agreed that it be despatched to TEC.
GENERAL BUSINESS	There were no items of general business.
	The meeting closed at 6.31pm.
NEXT MEETING	The next meeting is scheduled for 4.00pm on Wednesday 28 September 2016.

SIGNED AS A CORRECT RECORD: _____

DATE: _____

Memorandum

Vice-Chancellor's Office
Email: chancellor@canterbury.ac.nz

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	Council Members
From:	Dr John Wood, Chancellor
Date:	20 September 2016
Subject:	**CHANCELLOR'S MEETINGS**

I outline for you the key events I have attended on behalf of UC since the last Council meeting:

- Participated in meeting and lunch hosted by the Attorney General and MTOWN for the Attorney General and Minister of Justice of Canada, Taneatua.
- Hosted lunch for Attorney General and Minister of Justice of Canada and delegation under the Prime Minister's Visiting Fellows programme, Christchurch.
- Co-hosted a UC Community dinner.
- Met with Lane Neave's Managing Partner, and partners to cement new sponsor relationship.
- Attended cocktail party and presentation, visit to UC of Governor and Board of the Reserve Bank of NZ.
- Attended TEU/LU Suffragette Day breakfast.
- Attended Canterbury History Foundation AGM and lecture.
- Attended FPRC meeting.
- Attended UCSA Staff of the Year Awards ceremony.
- Attended Lincoln University Council meeting.
- Received Fossil Fuels petition, and spoke on behalf of Council.
- Attended CSO 2017 season launch event.
- Attended Development Steering Group meeting

J. J. Wood

Dr John Wood
Chancellor

Re: Election of University of Canterbury Students Association Executive

Dear Jeff,

As Returning Officer of the 2017 UCSA Executive Elections, I can advise the University Council that the elections for the executive were conducted in a fair and transparent manner and in accordance with the UCSA Constitution.

Following the changes to the constitution all University students were given the opportunity to vote in the election.

The 2017 student representatives are:

President: James Addington
Vice-President: Emily Barker
Finance Officer: Joshua Proctor

Post-Grad Representative: Thomas Gillman
Equity and Wellbeing Representative: Sam Brosnahan

General Student Executive:
Riley Brosnahan
Chanuka De Silva
Laura Robinson
Harry Beaumont
Ron Park
Jackson White

I hereby certify that UCSA President-Elect James Addington has been nominated to represent the views of students by the entire student body.

Kind Regards,

12/9/16.

Riley Divett
University of Canterbury Students Association
Returning Officer 2016

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UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

VICE-CHANCELLOR'S REPORT TO UNIVERSITY OF CANTERBURY COUNCIL SEPTEMBER 2016

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1. INTRODUCTION

The latest QS rankings place UC as the only New Zealand university in the top 200 research intensive Universities in the world, reflecting the extent to which all our academic staff are actively involved in both research and teaching – but in particular the generation of peer-reviewed and cited research.

We lag behind other New Zealand universities in the research income we generate, and that places increasing pressure on our ability to sustain research efforts. While we must continue to recruit and retain domestic and international students and manage through the significant disruption of reconstruction and developing the built environment we work in, we must also increase efforts to secure external funding for research that not only covers the direct costs of that research but fully funds staff time and overheads.

Planning for 2017 reveals just how much more we need to do to get to a sustainable university by 2019. Academic staffing levels are rising in some areas in response to student demand, but are not reducing comparably in areas where student interest has not recovered. There is increasing pressure to increase general staffing to support growing student numbers, new technologies, recommissioned and new spaces and new initiatives, but we struggle to change work practices to reduce fragmentation and duplication of activities, to drop low priority activities and redirect our administrative effort. A number of these matters are raised in this report.

We expect to receive the Productivity Commission's draft findings and recommendations on 29 October.

2. STRATEGIC MATTERS

2.1 UC Futures

UC is in the process of developing appropriate curriculum arrangements to ensure that every bachelor's degree graduate leaves having mastered their chosen discipline and with exposure to the four other UC graduate attributes. As part of that process, we are looking at the attributes that UC's graduates leave with at present. In 2015, of those students who completed their undergraduate degrees, 57% had experienced some form of internship, work or community integrated learning in their degree. This cohort includes students from 51 different countries and 7% were full fee international students. These indicators show that UC graduates are more than likely to experience a degree which supports global awareness, community engagement and employability. This is a very good base to build on to ensure that every graduate leaves with those two UC attributes.

2.2 Regional Science and Innovation Centre (RSIC)

Detailed design is complete for the RSIC Stage Two building which, subject to University Council and Ministerial endorsement, is planned to replace the von Haast building at the centre of the Ilam Campus. These designs include two laboratories for use with school students to provide them with learning experiences that schools find difficult to deliver and showcase the university experience. These specialised spaces will allow the College of Science and other Colleges to build on existing strong outreach programmes for schools and it is expected that one of the two spaces – known as a Maker Space – will be available for use by other programmes such as the Centre for Entrepreneurship's programmes for the development of prototypes and experimental designs.

Four construction firms have been asked to tender to build the second stage of the RSIC. These firms are due to return to UC with their tenders by mid-October for further evaluation. If UC finds at least one of the tenders to be acceptable, approval to proceed with this development will be sought from the Minister in November. Approval would allow the project to commence in early 2017.

The demolition of von Haast in the second semester of 2017 will pose significant challenges to staff and students working in the Science precinct in particular. Initial decanting from von Haast will co-incide with commissioning of RSIC Stage One in the second quarter of 2017.

2.3 Canterbury Engineering the Future (CETF)

This project is progressing far more slowly than expected with complex causes for delay including previously unknown asbestos found during demolition, some delays to consents and unplanned roof and floor slab replacements. UC is working with the contractor to address the delays with special arrangements to assist in schedule planning. Electrical and Computer Engineering labs have been commissioned, CAPE's certificate of practical completion may become available by the end of next month and a certificate for public use for the hub could be received in early December, but dates have proved to be difficult to establish and meet.

Significant effort is being made to complete detailed design for both the Civil and the Mechanical wings but at this stage there is little confidence that firm dates can be set and relied on for commissioning these wings which were originally scheduled to be available for teaching in semester one in 2017.

2.4 The Move of the College of Education, Health and Human Development to Ilam, the construction of the Rehua (formerly Commerce/New Education) Building, and the move of Entrepreneurship and Executive Development

The College of Education, Health and Human Development continues to prepare for the new learning environments and work spaces with a detailed transition plan covering the proposed and planned changes and moves for the College.

The College of Business and Law is preparing transition plans for the Centre for Entrepreneurship and the Executive Development Programme. Relocation is expected in the middle of 2017. Detailed design is reaching the final stages.

2.5 International Growth

Full-fee international student recruitment has been very successful in 2016, with a record number of enrolments post-earthquake. August enrolment figures show that full-fee new-to-UC is up 38% on 2015. Continuing international student recruitment work is intense during this period both onshore and offshore. Staff visited 12 Auckland and five Wellington schools with significant numbers of international students who are likely to be seeking a New Zealand university degree. Staff also visited a series of international education agents based in Auckland who work to place onshore international school students in tertiary education. UC staff visited Colombia to sign an agreement with the funding organisation, Colfuturo, and an MOU with the University de los Andes. Colombia is a large English language market, with many universities requiring a Study Abroad experience or gaining an English language qualification whilst studying. This is a new market for UC education and is considered a promising market to develop.

Current impediments to building our cohort of full-fee paying international students include too few programmes of interest leading to excessive concentration of these students in certain programmes, too few source countries leading to concentration in students from certain nationalities, intense competition from other highly ranked universities in Australia and increasingly the USA, administrative delays in confirming offers and the strength of the New Zealand dollar making a New Zealand qualification relatively expensive. In our favour is the ability for students to work part-time while studying, to remain in country after graduation (at least for a time), to get a western cultural, English language higher education, to be safe, and access the New Zealand experience.

2.6 Graduate Profile

2.6.1 Graduate Attributes

Academics in each of the hubs are completing or have completed a framework outlining the proposed approach to the support of and development of curricula for developing the UC attributes in each UC graduate.

Attribute 1: 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.

We have received formal feedback on the pre-application investigations of EQUIS accreditation for the School of Business and plan to investigate international accreditation for our BEng(Hons) in Electrical Engineering. Feedback from our Erskine visitors continues to provide valuable anecdotal insights into the quality of our programmes and students in most cases reassuring us that our programmes and students meet international standards and in other cases providing suggestions for improvements. This year a record number of Erskine visitors – in excess of 80 – will spend time on campus. Written reports are provided by each visitor and can be used by Heads of Department and PVCs as well as the DVC Academic to provide valuable insights.

Attribute 2: 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.

Two UC students have been named among six finalists in the Tertiary Section of the Sir Paul Callaghan Eureka Awards for 2016. Aaron Stockdill is studying towards a Bachelor of Science with Honours in Computer Science & Software Engineering, and Logan Williams is studying towards a Bachelor of Science majoring in Psychology.

The Research and Innovation group within the DVC (Research and Innovation) portfolio and the Centre for Entrepreneurship, hosted by the School of Business within the College of Business and Law, continues to expand its engagement with students, academic staff and local businesses.

The Careers, Internships and Employment group within Student Services is more visible given its move to the centre of campus and is increasing its contact with students seeking support in finding first job opportunities. It is reassuring to see that nearly 60% of UC students completing their undergraduate degree in 2015 had experienced some form of internship, work or community integrated learning in their degree.

Attribute 3: Bi culturally Competent and Confident

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.

The AVC Māori and team has developed the framework for the bicultural competence and confidence attribute, which is now online at: http://www.canterbury.ac.nz/vco/bicultural-competence/

Dr Abby Suszko was invited to participate in the recent MBA review panel and valued the opportunity to contribute. She notes that this collaboration and the continuing conversation with Business and Economics colleagues emphasises their commitment to incorporating graduate attributes in their courses. Dr Suszko is guest lecturing in Business and Economics courses to support these developments.

In the last two months, the Office of the AVC Māori has received a record number of requests for te reo support, particularly regarding titles and whakataukī. Some requests generate substantial mahi (work), such as te reo titles for an entire department or service area. We continue to work through these requests and very much appreciate receiving supporting material such as organisational charts, in order to understand the functions and relationships of roles within a particular area. We will update the 'Māori names at UC' web pages soon, as titles and roles have changed, so new sound files are also needed.

http://www.canterbury.ac.nz/vco/forms/tereo-request.shtml

http://www.canterbury.ac.nz/vco/avc_maori/Maori%20names.shtml

Attribute 4: Engaged with the community

Learning Objective: Students will have observed and understood a culture within a community by reflecting on their own performance and experiences within that community.

As one sign of community engagement, it is pleasing to note the 38% turnout for the most recent UCSA elections. This record participation level reflects well on our University community and its student leaders.

The Student Volunteer Army held its AGM earlier this month and was able to report over 2,200 members, the largest club membership on campus. A 25 member executive was elected to oversee the activities of the club in 2017. UC is finalising an engagement and support arrangement with SVA.

Both the SVA and UCSA are to be congratulated on receiving certificates of appreciation from the New Zealand Police for their constructive community engagement.

It is clear that while early days, UC is gaining a reputation as not only a quality research intensive teaching University but one where students with a pre-disposition to positive action are inclined to be attracted. In particular we are finding this point of distinction resonates among Auckland and Wellington high school students. This may be because it is more taken for granted locally and more distinctive nationally.

Attribute 5: Globally aware

Learning Objective: Students will comprehend the influence of global conditions on their discipline and will be competent in engaging with global and multicultural contexts.

The academic advisory board of the Global Hub hosted by the College of Arts has produced a draft framework document for the global awareness component of the common graduate profile.

Study Abroad UCXchange

The fall recruitment season for students planning future study abroad in New Zealand for students in the US is under way. Philanthropic support to promote the development of in-bound study abroad students from the US has enabled planning for a significant increase in efforts in this market.

On the exchange side, interviews have been completed for students applying for outbound exchanges for semester one 2017.

Enabling and encouraging our students to go on exchange for a full semester continues to be a challenge. In New Zealand and increasingly in the US, the trend is to embed shorter periods abroad into courses, often run as field trips during recess or summer breaks.

3. CHALLENGE

Promote an inspirational and innovative learning and teaching environment, recruiting and retaining students, raising standards and enhancing student success.

3.1 International

3.2 IRO: International Partnerships

Ten UC students have been chosen to spend three weeks at Peking University, one of UC's key partners in China. The students will head to China in November. The partnerships team also recently said goodbye to the seven students from Mahidol University in Thailand, who have spent the last two months at UC undertaking an internship programme. The programme was a success in that the students all had a wonderful time and will be excellent ambassadors for UC. As a result, 14 UC students are going to Thailand early next year to take part in a Thai language and culture course coordinated by three of the Mahidol students for their internship, which should be a memorable experience for the UC students.

3.3 IRO: Study Abroad and UCXchange

In August the Mobility team hosted a group of faculty and Study Abroad staff from the University of Wisconsin Stevens Point (UWSP) for a familiarisation visit to campus and the Canterbury region. The group spent four days in Christchurch, a great deal of which was spent in meetings with UC academics, learning more about UC and potential course matching for UWSP students.

New programme development has been progressing, with a rugby Study Abroad programme developed in conjunction with the Crusaders, to be offered from February 2017.

3.4 IRO: Recruitment

3.4.1 GENERAL

Mid year full-fee enrolments, while in line with last year, were a little below expectations. There is an October intake – largely in a small number of postgraduate taught masters programmes in Business and the year is completed when a relatively small number of full-fee students enrol for courses over the summer.

3.4.2 MALAYSIA, SINGAPORE

The ENZ events in Kuching and Kuala Lumpur were very successful and well attended. There appears to be renewed interest in New Zealand, driven by the uncertain political situation in Malaysia and dissatisfaction with the Malaysian education system. In addition, there is uncertainty about the quality of some of the private institutions in Malaysia.

After successful lobbying on the part of the Universities' International managers, ENZ has decided to retract its original statement of withdrawing their financial support from Malaysia. ENZ will continue to invest in the Malaysian market with ENZ fairs next year.

3.4.3 INDIA

The focus for August has been planning the key recruitment events in late August and early September. Agencies have also been updated on new programmes that will begin in 2017, such as the Master of Applied Data Science and Master of Renewable Energy.

Feedback from the market itself is that Immigration New Zealand's recent, very tough stance on the financial background of students has had a negative short-term impact on the market, but the long-term view is that New Zealand universities will benefit from the push to increase higher value students.

3.4.4 NEW ZEALAND

A full programme of agent visits was undertaken in Auckland, with a proposal of an agent counsellors' day visit to the UC campus in late September and October. This will allow agents to sell UC from a personal perspective. The visits were positive and the UC proposition is now firmly established. Agents are anxious to have their high school applications linked to them on the system. This is another work in progress, and a work around is in hand.

Schools:

Auckland recruitment drive: visited 12 schools. Really positive feedback from the international directors and career advisors, especially about the UCIC pathway. However, only a handful of students in total have been to the South Island, predominantly Queenstown. The challenge is to attract Auckland high school students to Christchurch, and encourage them to choose UC for further education. The international directors were really encouraging and keen to work with UC and make the sessions an annual event.

Wellington recruitment drive: visited five schools. Very similar to Auckland in that international directors and careers advisors like the UCIC pathway and are interested in building a relationship with UC.

The plan to host in-country full-fee high school students to participate in a UC experience programme as a recruitment initiative is currently being evaluated.

3.4.5 COLOMBIA

The Recruitment Manager visited Colombia with a member of CCEL and an Associate Professor of the School of Business and Economics, College of Business and Law.

Key outcomes included the signing of the agreement with the funding organisation, Colfuturo, the MOU with the University de los Andes and the six agent visits undertaken, all of which are existing key agents with CCEL.

Colombia is a large English language market, with many Universities requiring a Study Abroad experience or gaining an English language qualification whilst studying. New Zealand universities have started to look at Latin America, since the ENZ representative moved to Bogota and there is to be an Embassy opened in Bogota. There is competition, as Australia is already very active in Latin America.

3.4.6 CHINA

Social Media:

Wechat has become the most important and influential social networking platform, with an estimated 500 million users in China. The use of Wechat has largely benefitted UC's international recruitment drives and generated a great deal of exposure in the Chinese market.

The recruitment team made a Wechat post this month focusing on the introduction of various UC scholarships that international students (especially Chinese students) are able to apply for. It has attracted nearly 2,100 people and received very positive feedback from the market. Top agents like JJL, Shinyway, XDF, EIC, Oxbridge, GEA, as well as another main partner Navitas reposted the article via their official Wechat accounts which has once again tremendously enhanced the UC branding awareness and stimulated further enquiries.

Other key activities include:

- Agent expo participation in three locations
- UC-NOVO Scholarship Launch Activity in three locations and online
- Agent training and visits in *five locations – Xining, Lanzhou, Beijing, Jinan and Tianjin.*

3.4.7 OTHER

The recruitment team is now well-equipped with staff for the vital push between now and the end of the year for the February intake.

The International Student Prospectus has been completed and the Mandarin version is currently being translated. Updates on collateral include the Taught Masters and the Quick links cards.

Close attention must be paid to the job outcomes of our International Graduates as this is a critical part of decision making.

3.5 Domestic Recruitment

3.5.1 Marketing

Social media activity continues to be high with UC among top three universities for engagement during August for Facebook (third), Instagram (second) and Twitter (first). The Online WCMS phase III project is under way with engagement with the College of Arts occurring in September. Web traffic growth is positive with a 5% increase year-on-year at the end of August.

The UCME brand campaign continues with online and outdoor channels being utilised. The UC GO Canterbury campaign taking our Auckland specific offer to market has been launched through adshels outside schools and is being be supplemented by radio and online placements. A mature student campaign is in market in Christchurch which is utilising newspaper and online channels. The postgraduate evening campaign has also commenced in Christchurch for lead up to the 21 September event. An accommodation awareness Facebook campaign is in market. College activity is also being supported. Planning is under way for the annual summer school campaign.

The Study Abroad Guide and International Prospectus publications have been produced. Work is under way on the Enrolment Guide and Calendar. Marketing is also working with the College of Science on the College's market positioning – key differentiators and stories. Work has also been undertaken with IRO to update its photography portfolio.

3.5.2 Liaison

The Liaison Team started course planning throughout the country in August, with Christchurch schools being completed first. The team has supported 1,134 students in these visits, with some larger regions still to be completed. The team will also follow-up students who have not attended a course planning session but are on the Stay in Touch database.

The team is planning a series of conversion events, known as UC Bound, which will be held in Christchurch, Auckland (exclusively for Go Canterbury Scholarship students), Hamilton, Nelson and Invercargill in October. These events are designed to start building a student cohort so students are familiar with each other prior to starting at university, and to encourage them to accept their accommodation offer. It will also allow students to start the journey of transitioning to university.

In addition to school visits, the team saw a total of 52 appointments across the three offices. Ten of the appointments were for adult students, 26 for students still in school and 10 for recent school leavers.

Both the Ekea! Year 12 Maori Pathways and the Women in Leadership Breakfast events were successfully held in Christchurch with the Liaison Team providing support to both.

School engagement support was provided to the College of Arts for Art History Day (90 year 12 and 13 students from Christchurch) and the College hosted 148 local students of various year groups at two sessions on campus as part of the WORD Festival. August also saw 50 gifted and talented students from St Andrews College and Cashmere High School hosted on campus for the third Future Problem Solving session. With the topic being recovery from natural disasters, speakers were from the School of Law and former UCSA president and SVA leader Erin Jackson.

The team has been sending schools the photos from the Women in Leadership breakfast and SVA Year 10 community leadership session to include in their newsletters, web pages, and Facebook pages.

3.5.3 Pacific Development Team

Academic Review Process

Pasifika students received 84 decisions regarding Academic Progress including seven exclusions, seven impending exclusions, 39 warnings and 31 advice letters. PDT made successful contact with 45 of the students (54%), while 17 were referred to other teams (MDT and SDT), and successfully supported the majority of students. Eleven Pasifika students did not return for semester two study.

Early Alerts

Having early alerts setup for key courses has been important and we have had collaboration from lecturers in ACCT102, ECON104 and 105, EMTH171, PSYC106, and a large number of Education and Arts papers. This has been far easier in semester two as the College of Arts has adopted an early alert approach for all students in their college. PDT has followed up with all students referred to us through this process to see if we could get students back on track for success.

Come study with PDT

'PDT study sessions' were piloted for the first time where spaces were booked and Pasifika students were invited to come along and study with PDT as a way to encourage students to study during the breaks. Study workshops were also held. 25 students attended the first day and 35 on the second day.

Ako Project Fono

In collaboration with Ara and Lincoln, we held our first Ako fono to engage non-Pasifika staff with some of the research findings around best practice engagement for Pasifika learners. There was a good number of UC general and academic staff present and around 40 people overall.

Cook Island Language Week

We celebrated Cook Island Language week and our Cook Island students posted stories and videos of their cultural identity and the strengths it brings to their UC story.

Arts and Education Engagements

Lunches were held for Pasifika students in the Colleges of Arts and Education, Health and Human Development. Each event attracted 30+ people and they were a great way to engage with some of our students who do not often drop into our offices.

Admissions

Over the last month Admissions Officers have been working collaboratively with Pre-Assessments and IRO to assist in removing a backlog in international applications. There have been significant steps taken to reduce the delays in processing by working with other teams to provide support and keep the pipeline moving as smoothly as possible. A regular weekly Admission Application Stand-up provides an opportunity for review of what has gone well over the last week and to discuss the challenges/issues for the coming period. As we move into the applications period from 1 October, a fortnightly stand-up with colleges will widen this collaborative approach to ensure that any resourcing issues are identified and remedial action and support is provided.

During August a total of 540 admission ad eundem statum (AES) applications were recorded as received. This compares with 261 and 412 AES applications received in August 2014 and 2015 respectively. So far in 2016 admission AES applications received are 52% and 29% higher than at the same stage in 2014 and 2015 respectively. As with previous months, a significant proportion of the applications received (29%) do not have sufficient documents or information provided for the applications to be assessed. Work is continuing on improved communications to reduce the inefficiencies for all involved.

AES Admission decisions: Number and type made in August 2016:

	Total	Undergraduate	COP	Graduate	Postgraduate	PhD/EdD*
Full offer	113	50	17	6	29	11
Conditional offer	149	84	4	11	41	9
Declined	110	35	0	7	63	5
Total	372	169	21	24	133	25

**Includes 6 non-AES PhD/EdD applications.*

The focus in September for Admissions will be the continued processing of international applications for Semester One 2017, particularly those which result from the recruitment trip to India by Associate Dean of Engineering (International) Dave Wareham and IRO. In addition the Admissions team will be hosting a two-day UK NARIC training event at which delegates from other New Zealand universities will be attending.

3.5.4 Enrolments

August was a particularly quiet month for students and visitors to the Student Services Centre. A total of 2,039 students/visitors attended the Centre in August and of those, 1,197 were assisted by the Information Helpdesk staff. Many of the queries at this time are related to assistance about who to talk to within the University and only require redirection by staff. Consultation is currently under way with ITS regarding the set-up arrangements and planning for February 2017 International Enrolments Week. Lessons learned from last year's event will be actioned to ensure that the transition of students through the process becomes much more seamless and minimises any disruption to students and users of the Library facilities.

A total of 64 PhD students have been fully enrolled during July 2016 (including 39 International).

Enrolments have processed 197 applications for Applications for Programme Entry, College of Education, Health and Human Development. Of these, 24 have been issued an unconditional offer and a further 50 have been issued a conditional offer. This is an increase of about 4% from the applications in 2015.

During August significant progress was made on a number of key projects including the development of a Customer Interaction Strategy of UC, CRM and Contact Centre Software. The discovery phase of the Customer Interaction Strategy development is under way with initial findings due to be received on 15 September. The CRM Proof of Concept is progressing well with Fusion5 in the process of building the functionality. The Phase One use cases related to replacing the Liaison Team's "Stay in touch" database and the development of an International Agent Portal for applications will facilitate automation of communications and remove incomplete (International) applications from the current workload – they will be progressed using a less resource intensive process.

3.5.5 Scholarships

Further discussions regarding the Strategic Scholarships Review took place with senior managers. A full terms of reference and scoping document are being prepared with a focus on identifying options for the 2018 undergraduate scholarships offered by UC. A key deliverable of the review is to identify approaches which reduce the financial commitment for scholarships, while maintaining UC's appeal and recruitment targets. The expected date for completion of the review is the end of October.

The SMT confirmed the number and value of centrally funded PhD scholarships available in the coming year will remain unchanged at 72 new scholarships committing the University to around $4.5m of cash outflow and around $1.5m of foregone fees over the same period to support these new scholarships.

Key activities for August:

- Applications closed for 26 of UC's First Year Scholarships on 15 August. Our online application portal, CommunityForce, was used for receiving the applications.
- Applications opened for the October selection round of the UC Doctoral and UC Master's Scholarships, as well as other Postgraduate scholarships.
- The completion of the interview selection process for UC's nominees for the Rhodes Scholarships.

Expected highlights for September include:

- Continued processing of First Year Scholarships including the selection committee meeting for the UC Emerging Leaders' Scholarship.
- Collating and sending of information to Departments regarding end-of-year departmental prizes.

3.6 Student Success

The team continued its wide range of activities to support student success:

Student Success Engagements – August 2016	
Academic Skills Centre	102 Student consultations 47 Students using On-call 284 Students on Courses 25 students attending Small Group Pods 1,107 Students attending Embedded sessions Total 1,491 unique individuals engaged
Accommodation	448 additional student email enquiries 60 phone calls 54 face–to-face meetings 1,326 applications for 2017 (14% up on last year)
Careers, Internships & Employment	163 Express Appointments 121 Career Consultations 151 Vacancies added to CareerHub 17 Seminars/Presentations, 679 students attending 4 Employer information sessions, 53 students attending 1 Careers fair (ICT)
Disability Resource Service	497 registered students (8% increase on previous month)
Student Development Team	87 Drop-ins 218 Appointments Total 219 unique individuals
UC RecCentre	9,080 Members (+14.44% on 2015) 39,181 Group Fitness Attendees (+21.77% on 2015) 195,202 Turnstile entries (+8.6% on 2015)
UC Sport	1,000+ students engaged in social sport programme

3.7 Student Success Supporting Wellbeing

Student Success is leading a cross-unit collaboration to develop a wellbeing strategy to enhance student and staff wellbeing and believe it is important to 'walk the walk' as this important work develops. Our approach is based on a Māori model for understanding health (*Te Whare Tapa Whā*) and informed by the *Okanagan Charter*, an international charter for health promoting universities and colleges (2015). In collaboration with Colleges, UCSA, HR, Health Centre, Library, Sustainability Office and the Health & Safety team our next task is to coordinate a range of on-campus activities designed to 'connect with nature for good mental health and wellbeing', the theme of the 2016 Mental Health Awareness Week.

3.8 Student Success supporting Equity and Diversity

Student Success is committed to supporting equitable opportunities for our students and celebrating the diversity of our community. In August the team supported a coalition of seven international student clubs in the coordination of an International Night Market on the last day of term. The UC Foundation provided generous sponsorship to ensure all staff and students were able to enjoy an evening of food, entertainment and connection with our international students. Student Success staff supported the club leaders to achieve their vision, providing learning opportunities in event planning, risk management, teamwork and communication. The team helped promote Sexuality Awareness Week (5-9 September).

4. CONCENTRATE

Enhance research and creative work in chosen areas of endeavour; increasing efficiency, especially in the use of time in teaching and related activities per EFT; raising quality in teaching effectiveness and research outputs; and increasing focus and concentration of effort.

4.1 DVC Research and Innovation

4.1.1 Innovation

The Tech JumpStart Awards were held on 24 August. Four awards of $20,000 were made, three sponsored by the KiwiNet Pre-Seed Accelerator Fund, and one by WNT Ventures. The four winners were:

- Dr Deborah Crittenden, Chemistry, for "Design, Synthesis and Fabrication of Novel Batteries"
- Dr Dongseong Kim and Fangcheng Jia, Computer Science and Software Engineering, for "Safelite: UCan assess cybersecurity"
- Dr Renwick Dobson (Biological Sciences) and Dr Volker Nock (Electrical and Computer Engineering), for "A Point-Of-Care Device that tests for Blood Incompatibility"
- Dr Aaron Marshall, Chemical and Process Engineering, for "Rapid Electrochemical Sensing of the Chemical Oxygen Demand in Wastewater" (WNT prize)

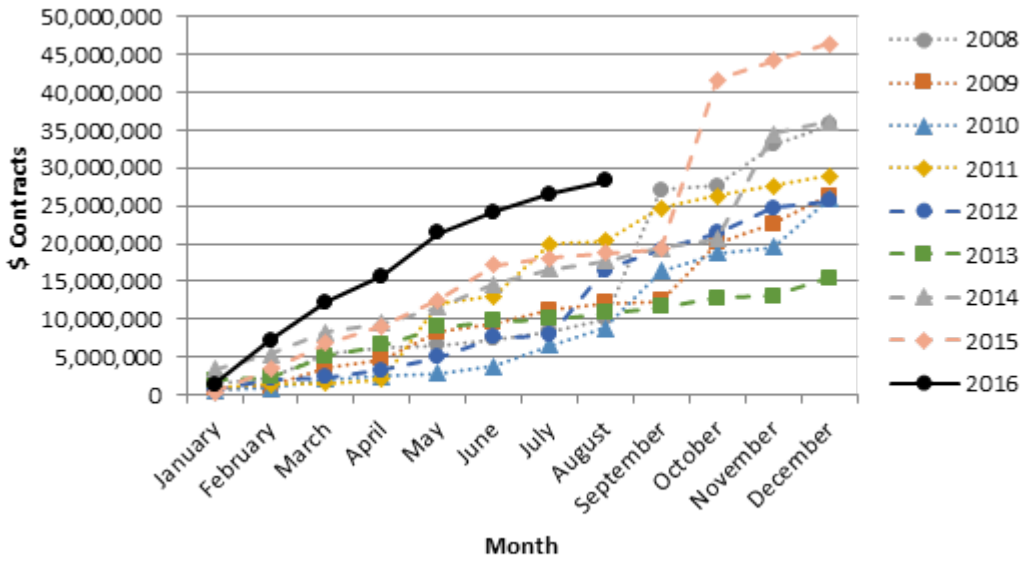
Of the 17 applications for the Tech JumpStart Awards, all will get Research and Innovation (R&I) support to further develop their commercial potential, and a selected nine applications will get KiwiNet funding for commercialisation development.

The nomination panel for the UC 2016 Innovation Medal have met and agreed on the awardee and have made a nomination to Council for approval. The winner of the medal will be announced in early October.

4.1.2 Research Funding

The SMT has approved the recommendation to change how unspent research grant funding is managed. Where funding is not required to be returned to the funder, the unspent funds will be made available to the researcher for a specified period for use on further research related to the originally funded project. The mechanism will vary depending on the value, $2,500 or more will be managed via a new coded G research grant account, below $2,500 will be transferred to a departmental account for use by the researcher within the financial year. This change is being incorporated into the Research Grants Policy and a financial procedures document is being developed. This change will ensure research funds are being used for the purpose for which they were provided and that use of the funds will be auditable. This policy change is one action in response to the recent internal PWC Research Grant audit.

Research and Innovation (R&I) is currently managing 358 research contracts, worth a total value of $123.1m. In 2016 year to date, 158 contracts worth a total value of $28.8m have been executed, and 18 contracts worth at least $5.2m are in negotiation or being executed. UC holds 31 National Science Challenges contracts worth $12.6m (with two contracts worth $3.1m pending), and 28 CoRE contracts worth $26.4m (with one contract worth $0.1m pending).



4.1.3 Research Development

UC continues to respond to ongoing and new Government initiatives where a pan-university approach would provide an enhanced opportunity.

A Vision Mātauranga/Māori Engagement workshop was held on 2 September. The workshop focus was to help researchers from all disciplines understand how Vision Mātauranga can be incorporated into their research and how to meaningfully engage with Māori. A number of successful case-studies were highlighted (e.g., biological sciences and engineering) where early engagement with Māori has developed a strong collaborative research programme. Resources from the workshop are available to UC staff for reference.

Two initiatives were announced in July by Minister Joyce, which continue to be developed by the TEC in consultation with New Zealand universities. The Centre for Asia – Pacific Excellence (CAPE) initiative will further develop New Zealand's Asia – Pacific rim knowledge and language skills, facilitating collaboration between tertiary education providers and stakeholders to enhance New Zealand's position in economic, social and political interaction with the Asia – Pacific region which currently accounts for 71% of total trade. The CAPE initiative has $34.5m of funding over four years. It is anticipated that there will be multiple CAPEs that are the foci of New Zealand's relationship with particular regions and train language-capable graduates for New Zealand exporters, MFAT, and other government agencies. UC (particularly the Colleges of Arts, and Business and Law), are well engaged with other universities to develop competitive bid(s).

The second initiative is "Entrepreneurial Universities" which has funding of $35m over four years to attract to New Zealand international researchers who have significant records of innovation / commercialisation to jump start the perceived lack of New Zealand innovation from universities into start-ups. Though the TEC is still developing a RfP, it is clear that each university will have to bid as single entities and have matched 50:50 funding against whatever is secured from the TEC in a competitive process. Given current UC circumstances, the UC strategy will be to develop bid(s) that leverage off existing or new industry funding. An initial set of four themes are being scoped that build on UC's intellectual lead, could pitch a unique "value offer" because of geography, infrastructure, institutional engagement, existing business partners, and potential New Zealand and international market opportunity. The four initial themes are Autonomous Vehicles and Environmental Interaction, Digital Technologies for Whole of Life Patient Management, Aural Health Technologies, and Substrate / Platform 3-D Printing.

4.1.4 Research Infrastructure

UC has written to the Chair of the NeSI Board to confirm that UC will withdraw from the HPC consortium in January 2017. Consultation across the university has proposed a "mid-range" computing cluster with a business case for modest investment to be submitted to the Capital Asset Management committee within the next three weeks.

The Symplectic Elements (new research output management system) implementation project is progressing well. UC's historic output data has been migrated and output harvesting for researchers is operational. The project team is currently integrating Elements outputs with UC SPARK, and migrating historic research grant data and establishing a research grants data feed to Elements.

4.1.5 Research Reputation

The QS rankings have been released, and continue to place UC as the third New Zealand ranked university behind Auckland and Otago, though UC has dropped a few places from 211 to 214. A significant aspect of the 2016 rankings is that UC research has moved into the top global 200 universities for research impact as measured by citations per faculty academic, higher than Auckland and Otago. The other major university ranking scheme Times Higher Education, will be released on 21 September, and will for the first time include books and book chapters, giving a better representation of UC arts and humanities research. Prior to the release of the QS rankings, the Shanghai Consultancy released its ranking which saw UC increase and Otago fall into the 301-400 where Victoria has been grouped for some years.

The R&I office continues to work with the Colleges on the "2016 PBRF stocktake" to ensure that excellence portfolios continue to be "updated and developed" so as to enhance staff profiles for the PBRF proper in 2018. Universities New Zealand continues to engage with the TEC on how the Average Quality Score should be calculated in the 2018 PBRF, with UNZ taking the view all staff should be included as it easier to determine and has lower compliance costs.

4.1.6 Post-Graduate Studies

The Summer Research Scholarship Programme will fund 100 student projects out of 160 applications received from faculty academics, with the intent of exposing senior undergraduates to supervised research projects over a 10-week period with the aspiration that these students continue in post-graduate studies at UC. The Postgraduate Office is working with School / Department Heads to prioritise projects from those departments that submitted a large number of projects. A significant number of these projects will be co-funded with government agencies, crown research institutes, industry, business, health, community and education partners, and is a further demonstration of UC connecting with its community.

4.2 DVC Academic

On the academic front the second round of CUAP has opened. The Academic Administration Committee (AAC) has recently considered the manner in which Certificate of Proficiency (COP) is being used for enrolments. There are varied reasons for using COP – semester abroad, professional development, return to study. It is useful to review how we use COP from time to time and what volume of enrolments they constitute. Enrolling weaker students or students not committed to completing a full programme of study in COP by course has been used in some instances to mitigate the impact on reported qualification completion rates. However failure to enroll in and commit to a full programme of study can significantly complicate course advising and progression toward completion of an award in a timely and efficient manner.

Discussion is also under way about the possibility of introducing conjoint degrees. Conjoint degrees are widely available within the New Zealand universities but is not a model that we have used to date, but there may be some specific areas that would benefit from a conjoint offering. The AAC will continue to discuss the concept and will then provide advice to the SMT in October. Any proposal to offer conjoint degrees will ultimately be a Council decision having sought the advice of Academic Board.

The Institutional Research side of the Academic Services Group has conducted the data gathering for two of its major instruments for the year: The UCount (Student Experience Survey) and the Graduate Destinations Survey (GDS). The UCount call campaign was an outstanding success this year, reaching a rate of response of 36.9% (nearly a 4 percentage point increase from last year). The GDS call-up was also a success, receiving a very high response rate of around 59%. Data analysis and initial reporting are under way. This includes information for Graduating Year Reviews and other programme reviews. Both instruments will be important for providing insight and reporting on the University's generic graduate attributes.

The DVC (A) met with Clemency Montelle and Geoff Rogers who support the Fulbright New Zealand programme at UC. The Fulbright programme offers a range of generous exchange awards for students and scholars annually. Established by Senator Fulbright post World War II, the awards are designed to foster mutual understanding between nations through educational ties. The awards are prestigious both for the individual recipient and their university and the Fulbright alumni network is active and global in its scope and membership. From the range of awards offered, two types of awards could currently be better promoted by UC for the benefit of the research culture. The first is the 6-12month research exchange opportunity (Graduate Study Award) for currently enrolled UC post-graduate students to enhance their UC post-graduate research, and the scholar awards, for UC faculty in any discipline, which are worth up to $37,500.

UC could also be more targeted in applying for US specialist awards annually, in which an expert from the US comes to participate in teaching and give public lectures. The US picks up the majority of the costs for this. UC must meet local expenses.

5. CONNECT

5.1 Partnerships

5.1.1 UC Cup / UC Championship Finals

The UC Cup and UC Championship are effective ways for UC to get its name out among prospective students and being seen by parents and the schools as engaged with the community from which we seek to recruit students. The girls UC Cup secondary schools rugby competition was held on Ilam Fields and the boys UC Championship secondary schools rugby completion was held at Rugby Park.

5.2 Communications

Engagement Data	
Intercom	Open rate 41.3% (International benchmark = 21.8%)
Insider's Guide (student newsletter)	Open rate 44.5%
Twitter	4,125 followers (cf 3,052 in Nov 2015) Top account for engagement out of NZ universities
Stakeholder Newsletter	Open rate of 39.6% and a click rate of 8.4% (compared with July's 40.9% open rate and 7.1% clickrate)

The team has also been working on Chronicle articles, Go Canterbury profiles and Go Canterbury Auckland Engineering Expo videos, Intercom – Erskine Programme series and an accommodation video.

5.3 Project Communications

The Capital Works website is now live and work on the Campus Planning and Development section continues alongside the Campus Master Plan Communications implementation plan.

The John Britten tribute board design has been signed off and will be installed into the building during September.

Two morale boosting events for the CETF project team and associated UC staff have been organised for September.

Approval has been obtained from Ngāi Tahu to replicate a number of the pourewa artworks onto banners to go along University Drive from the start of 2017.

Planning for the final phase of the Think first safety campaign, which focuses on reporting hazards, was completed and implementation has started.

Implementation of the "Be bright on your bike" cycle safety campaign has started. The campaign encourages students who cycle to wear helmets and hi-vis, and to use bike lights.

5.4 Media

August media coverage of UC-related topics was again overwhelmingly positive. Over the 31 days, more than 20 news stories were released or pitched, and more than 50 media queries were dealt with.

Media coverage of UC-related topics over the 31 days included: Olympic expert Ian Culpan, UCSA building concept design, Ngaio Marsh theatre and $5m fundraising, Wayne Martin's CUP book *Murder on the Maungatapu*, SVA students cleaning a cemetery, UC student's research on Springbok tour, Gender balance at UC, RecCentre women's space trial, UC marine scientists aid lost Orca calf, Māori UC student teacher wins Kupe scholarship, UC researchers take leaf from nature to catch CO^2, Jon Harding on didymo, UC chemist and aspiring astronaut Dr Sarah Kessans, CUP book *My Mother and the Hungarians* by Frankie McMillan, David Small on school privacy, UC maths and stats academics connect maths and craft, E-Learning expert Dist Prof Niki Davis on Communities of Online Learning (COOL).

UC experts appeared prominently in the media, including political scientists Bronwyn Hayward and Amy Fletcher, student Josiah Tualamali'i, Andrew Lapthorn, Greg Newbold on crime, Ekant Veer, UC alumni at Rio Olympics, Billy O'Steen and 50 students help rebuild city, Patrick Shepherd about music education, technology and creativity, Patrick O'Sullivan, Euan Mason, Richard Bullen, Rob Lindeman and HitLab research scientist Adrian Clark on Pokemon Go augmented reality, Jarrod Gilbert on climate denial, Tony Mortensen on benefits of tertiary education, architect-in-residence Tim Nees, Dr Jarrod Gilbert.

5.5 External Engagement

The UC Connect public lectures in August were well attended, with tickets for three out of four fully allocated. The lectures were: visiting Erskine Fellow Prof Arch Woodside on Incompetency training, US Ambassador (Ret.) Derek Shearer on the US Presidential election, Climate Change special advisor Jo Tyndall on the Paris agreement, and SingularityU's Kaila Colbin on the implications of exponential technologies.

5.6 Stakeholder Relations

The 22 August Community Meeting was well attended with more than 30 neighbours listening to a presentation by Christchurch Transport Operations Centre (CTOC) manager Ryan Cooney and UC Capital Works Programme Director Brian Phillips, and some choosing to take part in a Landscape and Transport workshop afterwards.

The next UC Community Meeting is scheduled for 10 October.

5.7 Alumni and UC Foundation

5.7.1 Fundraising

Philanthropic Income:

August:	August YTD:
$133,059	$4,673,486

Distributions:

August:	August YTD:
$312,252	$1,928,913

UCSA Building– $5m target. The Student Exec Reunion auction raised $16,670 in donations. The total raised for the campaign to date is $120,000. There is an overseas alumni "ask" planned for September and a Business contacts "ask" in October. There has been media coverage on the campaign in the Christchurch Star. The Wellington alumni group has taken on the challenge to raise $1m in support of the project.

Reports have been provided to college and University finance managers on UCF funds available for 2017 budget inclusion. We will work with them to identify other funds they will be drawing down this year based on their spending – disbursements in 2016 are down on 2015.

Recent media interest in superannuation fund investments and increasing interest in not investing funds in fossil fuel companies is a reminder that Academic Board was invited to consider the matter of ethical sources of research funds in the hope that such deliberations might offer insights into the objectives and constraints of overlays to investment choices. A group plan to deliver a petition to the Chancellor raising the matter of investment in fossil fuel companies.

5.8 Stewardship

- Malaysia/Singapore trip secured additional gifts from donor stewardship meetings totalling $20,000 with negotiations for a further $100k.
- Scholarship morning tea (12 scholars, four Trustees).
- ELC opening, recognition of Mrs J Hooker. Organised by UCSA to thank two donors and their $52k of gifts in support of the new building. A great deal of investigative work from A&UCF and UCSA.
- Lane Neave sponsorship of Chancellor's Dinner – organisation of meeting with the Chancellor and promotion of the sponsorship with alumni, UC staff and Lane Neave staff.
- Preparation for Meadow Mushrooms Scholar Afternoon Tea.

5.9 Alumni

- Hosted 280 alumni at events in Singapore/Malaysia. UCSA campaign was the major news update for alumni.
- Email to all alumni regarding the demolition of the UCSA building beginning saw record opens/hits on the link. Three donations totalling $2,500.

5.10 Other

- The draft for "Working with UC", a brochure for any business looking to partner with the university has been finalised. This is a cross College, R&I and SSAC collaboration co-ordinated by the Alumni and UC Foundation team.
- Malaysia Independence Day Dinner at John Wong's event. UC's table included the VC, UCF Trustees, UCSA President, President and Vice-President of the UC Malaysia Student's Association and two A&UCF Staff.
- UCF Board Meeting was held at the Rose Centre following a tour of the facilities and meeting the PhD students and Maggie-Lee Huckerbee.

6. ENABLERS

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

6.1 Staff Matters

6.1.1 Health and Safety

The UC Health and Safety Awards have recently been presented.

Congratulations to the winners;

Rob Spiers (Geological Sciences) – Identification and implementation of an improved emergency management procedures

Rose Reynolds (Student Success) – Facilitating wellbeing workshops for staff in SSAC and developing a toolkit of resources that can be used across UC

Brian Philips (Capital Works) – Initiation and continued support of the UC Contractor Round Table Forum

Caroline Burt (Communications & Engagement) – Continual improvement of Health & Safety processes within the Events Team.

Work continues on converging the workload models informed by the desire to incorporate some discipline based approach to PhD supervision and a reassment of attribution of support time per contact hour of teaching.

The current promotion round is under way. Following this year's round, it will be appropriate as usual, to assess promotion criteria including the obligation to undertake continuing professional development and provide evidence of teaching quality.

6.2 Infrastructure

Details of building status are contained in the appendix.

The recent space audit of teaching spaces shows continued under utilisation of most teaching spaces across campus at present. Forecasts to inform the campus occupancy master plan indicate that in 2017 and more so in 2018 there will be a shortage of flat floor teaching spaces for 40 – 60 students.

Some work to join contiguous small rooms and use meeting rooms for teaching is also being assessed. It will be necessary to centrally timetable virtually all space that could be used for teaching to ensure visibility and optimum use.

The space audit revealed significant under-utilisation of post graduate space and computer laboratories.

An assessment is under way of the need to add an additional small bridge over the Avon to handle the increased flow of students over the narrow bridge by the Health Centre as a result of the UCSA building demolition and construction site which will last until 2019.

7. Financial Outcomes: (Management Accounts to 31 August 2016

August 2016	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	222,999	215,068	*7,931*	323,214	333,829	*10,615*
Total Operating Expenditure	221,373	226,907	*5,534*	336,871	337,829	*(958)*
Net Surplus/(Deficit)	**1,626**	**(11,839)**	***13,465***	**(13,657)**	**(4,000)**	***9,657***
Net Surplus/(Deficit) as a % of Total Operating Income	0.7%	(5.5%)		(4.2%)	(1.2%)	
Capital Expenditure	**118,168**	**195,171**	***77,003***	**274,635**	**175,000**	***99,635***
Cash/ Short Term Investments/ Short Term Government Stock	**260,840**	**49,833**	***211,007***	**42,081**	**266,778**	***224,697***
Working Capital	**182,904**	**15,876**	***167,028***	**8,296**	**237,993**	***229,697***

* 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 favourable to budget as at August 2016. This overall favourable position is due mainly to favourable variances in tuition fees, research external income, interest income, and sundry income. Actual Total Operating Expenditure is favourable to budget. The favourable variance relates to operating expenses (mainly contractors) and depreciation, partially offset by unfavourable variances in total personnel expenses and finance charges.

We had been budgeting for an operating **deficit** as at the end of August 2016 of $11.839m, but have returned an operating **surplus** of $1.626m. The favourable variance to budget of $13.465m is an increase of $1.050m from the favourable variance reported at 31 July 2016. The main change is coming from the College of Science and Chief Financial Officer Responsibilities.

The full year forecast deficit is estimated by be about $4.0m compared to a full year budget of $13.7m. However this is before a number of significant year end assessments, valuations and accruals and does not provide for adjustments to the accounting treatment of insurance proceeds held on behalf of UCSA ($6.25 m) and pending Council decisions in respect to RSIC Stage Two, the write off of the Von Haast building ($4.0m).

Capital expenditure is currently $77.003m below budget. $106.870m of the expenditure incurred to date is UC Futures related (CETF, RSIC, and NEB) against a year to date budget of $152.088m. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by $31.785m.

7.1 Cash Flow

The August 2016 cash position of $260.840m is higher than budget by $211.007m due largely to higher than expected balances at 31 December 2015 and failure to meet budgeted capital expenditure expectations. We are holding adequate short term cash reserves to meet expected capital costs for the CETF and RSIC projects, with significant deposits that matured in August 2016 that have been reinvested.

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.

The 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 who will 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 Governance Oversight Group (GOG) appointed under the Funding Agreement. As at the end of August 2016, the University is tracking to meet its targets. The University's achievement for 2015 was within the ranges set.

7.2 Working Capital

Working capital[1] of $182.904m at 31 August 2016 is $167.028m more than budget, mostly due to the additional cash balances as a result of the lower capital expenditure (see above).

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

8. COLLEGE SUMMARIES –

8.1 College of Arts (Te Rāngai Toi Tangata)

The PVC and other members of the Arts Executive recently returned from the annual conference of the Deans of Arts, Social Sciences and Humanities (DASSH) in Hobart, an event which allows us to compare notes with our counterparts across Australasia. Prominent topics were familiar ones: graduate profiles; the 21st-century BA: its structure, content, and relationship to employability; the attractiveness of single and double (conjoint) degrees; teaching-only and/or 'scholarship' positions in the tertiary sector; applied learning and alternative teaching models; collaborative models of research; integrating Arts and STEM (STEAM). There was considerable interest in our groundbreaking undergraduate programme in Professional and Community Engagement (PACE).

The academic advisory board of the Global Hub hosted by the College has produced a draft framework document for the global awareness component of the common graduate profile. At the same time the College has been working on an update of its own International Strategic Plan, informed in part by a recent all-staff workshop – one of a series which provides all staff in the College with the opportunity to provide input to our planning and decision-making processes. Also on the international front, we received very positive feedback from our 20 or so student visitors from Ohio State (the largest University in the US), visiting Canterbury for a short course delivering into their liberal arts programme, and we will be extending this pilot programme into next year.

The many seminars, publications, performances and other events delivered from the College of Arts are advertised in our weekly newsletter *Arts Update*. The most recent issues can be found at: http://www.arts.canterbury.ac.nz/update/. Examples from the 2 September issue include seminars on the relationship between new media and disability, exponential technological change and biotechnology, "The Appearance of Mind-Independence" and "Turning over the earth: summoning ghosts in Maoriland". Also included are some of the many contributions by Arts academics to the recent WORD festival.

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

Colleagues within the School of Business and Economics, in consultation with the School's Advisory Board and current students, are currently reviewing the School's mission statement and future strategic focus.

Over the past four years, the School has reviewed the BCom programme, introduced a suite of professional postgraduate programmes within the Executive Development Programmes (EDP) established the UC Centre for Entrepreneurship (UCE), maintained its AMBA accreditation, acquired AACSB accreditation and embarked on the process of acquiring EFMD-EQUIS accreditation (to acquire the so-called 'triple crown'). While these efforts have paid dividends in terms of increased domestic and full fee enrolments, as a result of these developments, the School has in some respects 'outgrown' its current mission and organisational structure. To remain internationally competitive, the School needs to harness the teaching and research expertise within its constituent Departments to establish a distinctive UC Business School profile that informs future operational planning and enables us to deliver business qualifications that are attractive to students and stakeholders. Within this context, in order to provide strong academic leadership for the School going forward, a new Head of the School of Business and Economics (BSES) was established this year and I am delighted to report that Professor Paul Ballantine, currently Head of the Department of Management, Marketing and Entrepreneurship has been appointed to this role with effect from 3 October.

Meanwhile, colleagues in Law have been raising the profile of the UC Law School externally. Professor Robin Palmer was interviewed on 2 September on the RNZ 'Nine to Noon' programme, talking about using brainwaves to solve crime. The in-depth interview covered how the University of Canterbury is leading a project that is looking at the potential to use brainwave detector technology as legally acceptable evidence. Also, Professor Ursula Cheer (along with another UC colleague, Jarrod Gilbert), took part in the Celebrity Great New Zealand Crime Debate on 27 August, arguing the affirmative of 'We would if we couldn't get caught.' The debate was part of Word Christchurch, the 2016 Readers and Writers Festival.

8.3 College of Engineering (Te Rāngai Pūkaha)

We are currently actively pursuing student recruitment in India, alongside staff in the IRO, and our Associate Dean (International) spent a week there in September. We expect interest in many of our degrees including those Masters degrees we have developed to respond to this market.

We are very pleased that some teaching has finally commenced in the refurbished Electrical Engineering wing, and we are also now fully using the new Structural Engineering Lab for undergraduate projects, teaching and developing our research capability in the new space.Unfortunately the other wing promised to us early in 2016, Chemical and Processing Engineering, is still not available for teaching or research. We are working closely with the delivery teams involved to ensure a speedy resolution, and also keeping affected students informed. In some cases, the College is supporting PhD students whose research has been delayed, so they can have extensions of time to enable successful completion of their research.

Some of our students are part of the way through their Diploma in Global Humanitarian Engineering, and we are currently working on a financial model to support students to go overseas and work on real-life problems in communities. This year's planned destination is Cambodia, where students will work alongside project teams to improve community life by designing engineering solutions.

We are planning for the introduction of our new degree in Product Design in 2018 – this will require a new School in the College, therefore we are looking at a gradual introduction over the next few years of staffing and space as student numbers build in that programme. The degree has synergies with work in three existing areas in the college, therefore we will draw upon expertise in Computer Science, Chemical and Process Engineering and the HITLab, to assist with the first year course development; subsequent courses will be developed in the new School.

8.4 College of Education, Health and Human Development (Te Rāngai Ako me te Hauora)

Our College is making steady progress on mapping the bicultural competence and confidence (BiCC) attribute across the undergraduate programmes. Following the recent in-depth cross-college discussions led by AVC Maori Darryn Russell, we are identifying multiple BiCC touch points in every undergraduate programme offered in our Colllege to ensure students have opportunities through programme content, activities and experiences to develop adequate BiCC by the time they graduate.

We are establishing a working group to focus on Science, Maths and Technology Education from a cyclic perspective – working from effective teachers inspiring students in schools to pursue tertiary level study in these subjects – through to quality tertiary level study – through to quality graduates enrolling in our one year Masters or Graduate Diploma programmes to become effective teachers. We would welcome interested colleagues to join discussions on this topic.

Our lobbying to the Ministry of Education to increase scholarships for graduates to become teachers in STEM subjects has been effective and there are currently 100 TEACH NZ scholarships available ($10,000 plus fees) for quality graduates interested in becoming Science, Maths or Technology secondary teachers. We are seeking the support of academics in Science and Engineering to encourage students interested in teaching to discuss this opportunity with us in the School of Teacher Education (contact Dr Stuart Wise) so we can support interested students in developing a strong application for one of these scholarships to study teacher education with us next year at UC.

8.5 College of Science (Te Rāngai Pūtaiao)

There have been a range of successful outcomes in contestable research-related processes for the College of Science during the last month. These include funding to Distinguished Professor Dave Schiel, of the School of Biological Sciences, of $715,000 over three years for his team's work on tipping points in marine ecosystem structure and function as part of the Sustainable Seas National Science Challenge.

Associate Professor David Leung, also of Biological Sciences, has secured $255,000 over three years for his work exploring the potential of 3D printing of live plant cells to create synthetic wood, from the Science for Technological Innovation National Science Challenge.

In the technology transfer area, we are very pleased to have been awarded two of the recent UC Tech JumpStart awards at the event on 24 August. These awards were to Dr Deb Crittenden, of the Department of Chemistry, for her work on novel battery technologies, and to Associate Professor Ren Dobson jointly with Dr Volker Nock of the College of Engineering, for their work on a medical technology that aims to prevent unintended mixing of incompatible blood types at point-of-care. The prizes, of $20,000, support the development and potential commercialisation of the research.

In other staff news, Professor Bryan Storey, Director of Gateway Antarctica, was awarded a Scientific Committee on Antarctic Research Visiting Professor Award earlier in the year, and has this month travelled overseas, including to Iran, to share his deep and broad knowledge of Antarctic earth systems with researchers at various Universities there. Rob Stainthorpe, of the Department of Chemistry, received the VC General Staff Development Award, and will use his award to attend training in the management of metal-free clean rooms in Brisbane, training that will assist with the management of the new RSIC facilities.

9. CONCLUSION

Draft operational plans are due by the end of September and the Council will hold a workshop to review the draft budget in October. At this stage the University must endeavour to operate with a deficit of less than $10m in 2017 but our current forecast for 2017 is not consistent with that goal. While there are a number of one off costs that we can "look through", our current financial performance reflects interest on capital we have already contracted to spend and Government funding for students we are now expected to teach with no additional funding (since we were being paid for students we were not teaching). We will need to resolve these matters in the coming month.

9.1 Appendix 1: Building Update

Overall

RSIC Stage One is progressing well with both structural steelwork and suspended floor systems completed. Installation of the first fix of building services is now in progress on all levels. The western crane was removed over the weekend of 6/7 August 2016 having placed the significant pieces of heavy plant and equipment (including the air handlers, chillers) into the plant room on Level 6.

The façade installation has continued along the northern quarter of the western face and the north face of the west building. The use of the temporary building wrap agreed with CCC's Building Inspectors and has allowed Fletcher to remove the majority of the façade installation from the critical path. The façade to the south and east sides of the eastern building remains on the critical path.

Services installation, fire, electrical, HVAC, lab gasses, AV, security and hydraulics continues on all available floors; services installation is the main driver of the critical path.

A significant portion of the major plant has been delivered to site and has been placed within the building. Chilled beams will continue to arrive and be installed over the next periods.

The main challenge for the CETF project team continues to be programme management and provision of delivery dates that can be maintained. The UC intervention to engage an independent Programme consultant in an ongoing review and mentoring role has commenced.

The proposed revised communication and reporting structure agreed at the CETF Re-Launch was presented to the August PCG meeting and endorsed for use. The revised structure introduced an Operational Meeting and changed the attendance of the Collaborative Management Team (CMT) to include more senior management representation.

A statement of occupation has been received for ECE and occupation by UC of all areas aside from two labs has been completed. The latest report from Hawkins forecasts a 16 November handover date for CAPE. The programmed handover date for the Core has been moved by Hawkins to 24 November, but the Project team are working to try and ensure this delay is not realised.

CNRE wing works have fallen well behind programme and are now forecast to complete 10 May 2017 and the Mechanical wing to 15 June 2017. Work has progressed on site following the final clearance of asbestos from the Mechanical wing.

On the NEB project, the CCC issued the fitout Building Consent at the end of August.

Basement strengthening works are proceeding and structural steelwork is progressing on site but there are delays to the South wing with Hawkins mitigating the delay by increasing production with their subcontractor. Delay on the critical path as it stands is currently 10 days but Hawkins is committed to reducing this present delay.

Fluid viscous damper (FVD) manufacture is progressing according to plan and the first FVD was due on site 6 September. In addition the first batch of façade tiles is in transit from Spain and is due on site on 6 October.

The first report from an independent programming consultant has been received by the PCG. The report makes a number of recommendations which will be implemented without delay.

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 day-to-day business and reputation.

The contractor round table meetings continue, and in August Southbase, which is responsible for the demolition of the existing UCSA Building, and the External Project manager joined the meeting. In August a 2016 Health, Safety and Wellbeing Award was presented to Capital Works for their initiation and continuing support to the UC Contractor Roundtable forum. Much of August was quieter with the normal drop in on campus activity during the mid-semester break.

Projects in planning stage this month:

The Capital Works team continues to progress projects and the program of scheduled business cases to deliver planned 2016 capital projects. The team is still committed inform the market of timings for new projects but this has necessarily been delayed as a result of competing resource priorities within Capital Works and necessary changes to proposed project programs offering little in the short term. In the meantime contractor briefing sessions have been provided for RSIC Stage Two.

Current Building Status

Key Progress this month:

Regional Science and Innovation Centre (RSIC)

Structural steelwork and suspended floor systems has been completed. Installation of the first fix of building services is now in progress on all levels. At roof level, the waterproof membrane installation and the erection of the roof steelwork continues.

The western crane was removed over the weekend of 6/7 August 2016 having placed the significant pieces of heavy plant and equipment (including the air handlers, and chillers) into the plant room on Level 6.

The façade installation has continued along the northern quarter of the western face and the north face of the west building. Installation progress has improved and Fletcher and Thermosash are working closely on the installation programme with Thermosash having two installation teams on site. To date the benefits of these two teams has not fully materialised. The quality of the Façade installation has improved and the consultant team has fewer concerns over the quality of installation but is continuing with regular inspections.

The use of the temporary building wrap agreed with CCC's Building Inspectors has been increased to cover other sections of the building to provide a weather tight environment. This has allowed internal timber framing and plasterboard to be installed and programme to be maintained. The temporary wrap has also allowed Fletcher to remove the majority of the façade installation from the critical path. The façade to the south and east sides of the eastern building remains on the critical path.

Internal wall framing is now in progress on all levels of the east and west buildings and plasterboard installation is now progressing throughout the building. Services installation, fire, electrical, HVAC, lab gasses, AV, security and hydraulics continues on all available floors; services installation is the main driver of the critical path. A significant portion of the major plant has been delivered to site and has been placed within the building. Chilled beams will continue to arrive and be installed over the next periods.

The number of personnel on site has been maintained over the period with about 250 now on site daily.

Canterbury Engineering the Future (CETF)

The main challenge for the project team continues to be programme management and provision of delivery dates that can be maintained. The UC intervention to engage an independent programme consultant in an ongoing review and mentoring role has commenced, and the first report will be presented at the September PCG. In addition, management meetings have continued with Hawkins to gain alignment over a number of contract administration issues, of which agreement of scope change is the most important.

The proposed revised communication and reporting structure agreed at the CETF Re-Launch was presented to the August PCG meeting and endorsed for use. The revised structure introduced an Operational Meeting and changed the attendance of the Collaborative Management Team (CMT) to include more senior management representation. The first revised CMT meeting was held in August and two Operational Meetings were held during the month.

A statement of occupation has been received for ECE and occupation by UC of all areas aside from two labs has been completed. Hawkins subsequently applied for practical completion of the building but it has not been awarded pending resolution of a number of warranty matters. There are a number of post-contract works that have been identified as being required in order to ensure appropriate functionality of the building, these were presented to and agreed by the PCG and schedules are being prepared to deliver these minor works.

The latest report from Hawkins forecasts a 16 November handover date for CAPE. It has been advised that this delay has been caused by the late clarification of the specification for a gas detection alarm panel in the PC2 laboratory. The project team is investigating whether these works can be undertaken outside of the main programme and completion achieved by early October.

The programmed handover date for the Core has moved to 24 November, in this instance Hawkins has cited the delay resulting from the satisfactory resolution of waterproofing details to building E on the Core as the cause, but the Project team is working to try and ensure this delay is not realised.

CNRE wing works have fallen well behind programme and are now forecast to complete 10 May 2017 and the Mechanical wing to 15 June 2017. UC has introduced a number of initiatives with both the project team and the consultants remove any further reason for Hawkins to claim delay where it can be avoided. A draft application for an Air Discharge Consent for the emissions control unit has been forwarded to ECan for review.

Work has progressed on site following the final clearance of asbestos from the Mechanical wing. The North-South walkway has closed and a new emergency egress through the Transport lab has been constructed.

Electrical Link Reclad

Detailed design continues. RLB report the Business Case budget remains on track for the project. An RFT is being prepared for a revised set of constriction companies and this is due to be sent out on 20 September, once the PCG endorses the detailed design and final cost plan.

Relocation of the College of Education Health and Human Development – Rehua-New Education Building (ex-Commerce)

The work is proceeding within the UC Council approved budget of $79.3m. Hawkins is completing the works under a fixed-price lump sum contract which provides greater cost certainty for UC.

CCC issued the fit-out Building Consent at the end of August.

Basement strengthening works are proceeding. Structural steelwork is progressing on site but there are delays to the South wing. Hawkins is mitigating the delay by increasing production with their subcontractor. Delay on the critical path as it stands is currently 10 days.

Work is proceeding on the seismic gap separating the two buildings. This includes concrete cutting and new concrete pours in the core area on each level where the floors have been extended.

Fluid Viscous Damper (FVD) manufacture is progressing according to plan and the first FVD was due on site 6 September.

Façade delivery is proceeding and the first batch of tiles is in transit from Spain and is due on site 6 October.

The design team is working with the COEHHD, Maori and Pasifika groups to finalise the cultural influences on the building fit-out. Initial concept designs have been well received.

The first report from an independent Programming consultant has been received by the PCG. The report makes a number of recommendations involving the Hawkins and the project team and these recommendations will be implemented without delay.

Other Buildings/ Projects

UCSA

Southbase is under way demolishing the building with a high level of safety and appropriate risk mitigations in place. Plans are under way to investigate and simulate the expected noise levels during the end of year exam period to mitigate this disruption appropriately. The building is on track to be demolished by the end of the year and within the approved budget.

The Project Team has been busy developing the design with UCSA to ensure the current design does not exceed the budget while ensuring the required functionality of the spaces is still met. The design team is planning to issue developed design with a revised cost estimate to the September PCG for approval. Following this, detailed design and the cost plan is expected to be submitted to the PCG in February 2017 for review.

The detailed business case (stage one of two) is on target for review and endorsement by the September PCG before progressing to the UC Council for approval.

The project is on track for the building to be operational by February 2019.

Arts Centre

A revised programme is yet to be issued for this period due to contractor staff absence, but the completion date of 21 December remains unchanged.

Services installation, fire protection, electrical, HVAC, AV and security continue on all floors and is 90% complete. Internal wall framing is largely complete and the plasterboard installation and stopping are almost complete on the attic floor and are well under way in other areas.

At this stage, the basement will be complete in November, first floor and attic area are set to be completed by start of December, followed by the completion of the ground floor on 21 December . A weekly site and programme meeting is held every Monday to discuss issues raised and any changes to the sequencing of work to avoid any delay to the programme are made.

The Logie Gallery design was tendered to a shortlist of specialist suppliers, the tenderer who responded is Sally Papps Exhibition Design Build and Consultancy. *Contract documents are currently being prepared by UC. A visit was planned for Sally Papps and her business partner to attend UC and the Arts Centre in early* September allowing Sally to meet the team and architect to consider any on site issues ahead of her starting work in the gallery area.

Residential (Student) Accommodation

The PCG providing oversight of the student accommodation projects for UC has established a number of work streams. These are:

1. Demand and supply of beds

The PWC Update to Student Accommodation Strategy was presented to PCG in August. This report recommended the creation of 1,200 beds by 2023. Capital Works has been developing a high level strategy for the delivery of these beds. In line with the conclusions from PWC, the aim of this strategy is to explore flexible delivery strategies to mitigate the risks if the growth forecast proves to be too ambitious.

2. Postgraduate apartments at Dovedale

The Business Case for Dovedale Accommodation (Stage One) Sonoda Extension was approved by UC Council in August, allowing a design build development on the tennis court and adjacent UC controlled car parking space at Dovedale to be pursued. This is for a minimum of 80 beds of apartment style accommodation which will be available in 2018. .In parallel with this the team will revisit the brief for the education gym site taking account of the latest trends in accommodation supply, as demonstrated by developments such as Queen Mary at University of Sydney, and also the indicated increase demand for beds in the PWC report. Architects have been asked to provide a bulk and location study for the revised brief so that the number of beds can be established for the project.

3. Undergraduate Hall of Residence

The June PCG confirmed that the Undergraduate Hall development is not required until 2020 in line with the latest demand reports. Work on this design will commence in 2017.

4. St Nicholas Hall (Kirkwood Avenue Halls)

Following the selection of Naylor Love as the preferred contractor, the team has undertaken a number of site visits to establish the scope of works, and is working to develop an agreed price for that scope for inclusion in the construction contract. The intention is that this will be agreed by the end of September to allow Naylor Love time for early procurement of long lead time items.

UC has now received the Deed of Lease for the property from the Landlord's lawyers and this is currently being reviewed and presented for approval and signing. The intended commencement date remains 31 October.

5. Head leases and standalone houses

An inequity in the rental price of UC-leased and UC-owned accommodation has been highlighted, therefore a recommendation is to be put to the PCG this month to endorse making rent more equitable across all houses. Any decision in respect of rent equalisation will be revenue neutral.

6. Existing UC Temporary Sites

In recognition of the site clearance date requirements and lease expiry dates for Waimairi Village and Waitakiri Village respectively, planning for packing down the villages remains at its initiation stage.

7. New Temporary Beds

No change has been implemented to the work stream in the past month.

8. EQ Remediation and Upgrade of Existing Stock

Holmes Consulting Group (HCG) has been engaged by UC to provide structural strengthening of the UC student accommodation blocks where previous strength assessments have indicated an earthquake strength of less than 67% of an equivalent new building. HCG has considered nine different buildings, and concluded that only four of these require strengthening works, these being Connon Hall, Ngata Hall, Alpers Hall and Dining Hall. Once the final reports for all buildings are received from HCG, work will continue to establish the methodology, programme and cost for strengthening works to the four buildings.

9.2 Upcoming Events Calendar: September-October

Date	Time	Venue	Event name	Purpose
Mon 26 Sep - Thu 6 Oct	10am - 4pm	Undercroft 101	XL October	Recruit
Wednesday 28 September	5.30 - 8pm	John Britten Building	EDP Information Evening (MBM/MPA/MBIS - External/Industry)	Recruit
Thursday 6 October (rain day: Friday 7 October)	10.30am - 1.30pm	Ilam Fields	UC Bound	Recruit
10-Oct	-	-	SCHOOL TERM 4 BEGINS	-
Monday 10 October	6pm - 7pm	Undercroft 101	Community Meeting	Engage
Tuesday 11 October	7 - 8pm	C3	UC Connect: Rewriting Judgements - Feminism in Action	Engage
Wednesday 12 October	7 - 8pm	A1	UC Connect: Hunting the elusive neutrino in Antarctica. Presented by Associate Professor Jenni Adams	Engage
14-Oct	**-**	**-**	**UC TERM ENDS**	**-**
Tuesday 15 November	TBA	TBA	Ethics Workshop	Engage
17 OCT - 10 NOV	**-**	**-**	**UC EXAMS**	**-**
Thursday 20 October	5.30 - 8pm	John Britten Building	EDP Information Evening (MBA - External/Industry)	Recruit
24-Oct	-	-	LABOUR DAY	-
Wednesday 9 November	9.30am - 2.30pm	Undercroft Common Area	Ekea! Year 10 UC Pathways for Māori	Recruit
11-Nov	**-**	**-**	**SHOW DAY**	**-**
Monday 14 - Wednesday 16 November	-	Horncastle Arena	SingularityU New Zealand Summit	Engage
Friday 18 November	6pm - 11pm	College Hall, The Arts Centre	Chancellor's Dinner & UC Council Awards	Engage
Wed 23 - Friday 25 November	9am - 6pm	North Arts Lecture block	Annual Conference of the Association of Social Anthropology of Aotearoa	Conference
Friday 25 November	8am - 10am	Level 6, Matariki	Careers Advisors Breakfast	Recruit

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9.3 VC Activities

Past Events	
01 September2016	• Hosted a VC's Forum
02 September 2016	• Attended a QuakeCoRE Board Meeting in Taupo
07 September 2016	• Attended an RSIC Site Tour • Hosted a Community Dinner alongside Dr John Wood and Dr Ian Wright
08 September 2016	• Attended the Canterbury Recovery Learning and Legacy Sponsors Group Meeting
13 September 2016	• Attended the Student Volunteer Army's AGM
17 September 2016	• Attended the MUSOC performance of Hair
21 September 2016	• Attended the Champion Canterbury Business Awards Ceremony
23 September 2016	• Introduced Rob Fyfe's UC Connect Lecture titled 'Dare to be different' • Spoke at the 2016 Staff of the Year Awards

Upcoming Events	
29 September 2016	• Travelling to San Francisco on Alumni and Recruitment business
30 September 2016	• Attending a UC Foundation in America Board Meeting
03 October 2016	• Hosting a Community Dinner alongside Dr John Wood and Professor Gail Gillon
04 October 2016	• Attending the Entre Annual Awards
06 October 2016	• Hosting a VC welcome for new staff
07 October 2016	• Meeting with Warren Parker the CEO of SCION
10 October 2016	• Attending a Community Meeting • Hosting a dinner for CEO's from around Christchurch
13 October 2016	• Hosting the UCSA for their end of year barbeque
14 October 2016	• Participating in the SMT Emergency Management Scenario Training
18 October 2016	• Hosting a VC's Forum • Attending an International Board of Advisors Teleconference
19 October 2016	• Hosting a VC's Forum
20 October 2016	• Attending the New Zealand Vice-Chancellor's Committee Meeting in Wellington
25 October 2016	• Participating in an SMT Planning Day

Memorandum

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	UC Council
From:	Lynn McClelland
Date:	22 September 2016
Subject:	Compulsory Fees
Purpose:	For information and approval

This paper reviews and makes recommendations on the current compulsory course fees and levels for 2017. In future these will be included in the Domestic Fee recommendations paper in July. However, this year we decided to undertake a more comprehensive review therefore these recommendations are provided separately for this year only.

It also includes tuition fee recommendations for HeadStart and several new programmes that were finalised after the April Council meeting, at which the international fees for 2017 were approved.

1. Compulsory Fees

UC charges students additional fees on top of tuition to cover costs associated with individual courses or programmes eg. field trips, marae visits, projects. Some of these fees are charged at enrolment, while others are charged during the year. In most cases there is a single compulsory fee for both domestic and international students and we recommend that this is adopted as policy unless there is good reason for separate fees.

The majority of domestic compulsory fees are subject to TEC's Annual Maximum Fee Movement (AMFM)

Appendix A lists the current compulsory fees.

Recommendations for 2017 Compulsory Fees:

1. Increase compulsory fees by 2% (the 2017 AMFM rate). Fees are rounded to the nearest dollar so fees under $25 will not change.
2. Remove compulsory course fees of less than $20. This will affect the College of Education and Health, and result in a reduction of fee income of approximately $2000 annually, in return for simplification of centralised administration and reporting.

2. Headstart course fees

Headstart is a preparatory pre-University intensive catch-up programme running over summer. Courses are not for credit and therefore not SAC funded.

International student enrolment numbers have been negligible and as there is no SAC funding to subsidise a domestic fee maintaining two fees appears to be an unnecessary overhead. It is

therefore recommendation that the international fee be removed and the same price of $300 ($143 for the shorter course) is charged to both domestic and international students.

Table 1: 2016 and Proposed 2017 Fees for Headstart Courses

Course (s)	Duration	2016 Domestic Fee	2016 International Fee	2017 Fee
Basic Chemistry Further Chemistry Mathematics Physics Statistics Academic Skills	2 weeks	$295	$590	$300
Supplementary Physics	1 week	$140	$280	$143

Recommendations for 2017 Fee levels for Headstart

3. A 2% increase to the domestic fees for 2017 to $300
4. Abolish the international fee and extend the domestic fee rates to all students

3. New international special programmes

The following new programmes have been approved by CUAP since the International Fee paper was submitted to Council. Normally new programmes and courses would use the existing 2017 approved course based fee bands and therefore not require additional approval. However in this case it is requested that the following programmes be charged on the basis of a total programme fee thus overriding the approved course fee bands rates. This is to make them more attractive in the market.

Programme Name	Proposed 2017 International Tuition Fee
5. Master of International Relations and Diplomacy (MIRAD)	$29,800
6. Master of Policy and Governance (MPAG)	$29,800
7. Master of Teaching English to Speakers of Other Languages (MTESOL)*	
Student is located overseas	$28,000 (0-rated GST)
Student is in NZ	$32,200 (incl. GST)
8. Master of Computer Assisted Language Learning (MCALL) *	
Student is located overseas	$28,000 (0-rated GST)
Student is in NZ	$32,200 (incl. GST)
9. Master of Health Science Professional Practice (Nursing) (MHealScProfPrac(Nursing)) (180 credits)	$32,000

*These programmes have been developed for 100% online delivery, and do not require students to visit the UC campus at all.

4. Other Adjustments

Following approval of the following special programmes in the Colleges of Arts and Education, it is requested that further adjustments occur to the following programmes to make them more attractive in the marketplace.

College and Programme	Original Approved 2017 International Tuition Fee	Proposed 2017 International Tuition Fee
College of Arts		
10. Master of Linguistics	$34,700	$29,800
11. Master of European Union Studies	$34,700	$29,800
This aligns these existing Masters programmes with the new programmes above.		
College of Education		
12. Master of Health Science Professional Practice (Nursing) (240 credits)	$58,100	Removed from special programmes list
Replaced by MHealScProfPrac(Nursing) (180 credits)		

5. Summary Recommendations

The following recommendations apply to compulsory course and programme costs not previously approved:

1. Increase compulsory course and programme costs for 2017 by 2%, the 2017 AMFM. (Note that course fees less than $25 would not increase due to fee rounding).
2. Discontinue all compulsory course fees under $20 for 2017 and onwards

The following recommendations apply to the 2017 Headstart programme (Student Transitions):

3. A 2% increase to the domestic fee for 2017 to $300
4. Abolish the international fee and extend the domestic fee rates to all students

New international tuition fees (outside of the approved international fee bands) and changes are recommended for the following new programmes:

5. Master of International Relations and Diplomacy (MIRAD) — $29,800
6. Master of Policy and Governance (MPAG) — $29,800
7. Master of Teaching English to Speakers of Other Languages (MTESOL) — $28,000 online international / $32,200 in country
8. Master of Computer Assisted Language Learning (MCALL) — $28,000 online international / $32,200 in country
9. Master of Health Sciences Professional — $32,200

Practice(Nursing) (180 pts)

10. Master of Linguistics $29,800
11. Master of European Union $29,800
12. Master of Health Science Professional Practice (Nursing) be removed from the special programmes list

Lynn McClelland
Executive Director, SSAC

Paper prepared by Helen McCormick

Appendix A: List of Existing Compulsory Course and Programme Fees

All compulsory fees are charged at enrolment unless indicated with *

College of Education, Health and Human Development

Course	Compulsory Cost Name	2016 Fee	Proposed 2017 Fee
EDEM619	College of Ed: ESHD Course Requirements	$5	
EDEM620		$5	
EDEM634		$5	
EDEM637		$5	
EDEM638		$5	
EDEM639		$5	
EDEM645		$5	
EDEM654		$5	
EDEM662		$5	
EDEM664		$5	
EDEM695		$1	
EDEM696		$5	
EDED268		$1	
EDCS151		$2	
EDEC349		$2	
EDED349		$2	
EDSN751		$6	
EDSN753		$6	
EDSN755		$6	
EDSN763		$6	
EDSN764		$6	
EDSN766		$6	
EDSN775		$6	
EDED371		$2	
EDEM684		$5	
EDTL802		20	$20
EDUC690		20	$20
EDEM683		$5	
EDEM624		$5	
EDEM693		$5	
EDEM602		$5	
EDEM614		$5	
EDEM662		$5	
EDEM663		$5	
EDEM680		$5	
EDEM690		$5	
EDEM691		$5	
EDEM694		$5	
EDEM697		$5	
EDUC686		20	$20
EDTT811	a College of Ed: LAED	$5	
EDEM616		$5	
EDEM630		$5	

Course	Compulsory Cost Name	2016 Fee	Proposed 2017 Fee
EDDD511	Course Requirements	$1	
EDTT701		$3	
EDTT702		$3	
EDTT703		$3	
EDTT704		$3	
EDTT711		$3	
EDCL712		$3	
EDCL714		$3	
EDCL721		$3	
EDCL722		$3	
EDCL723		$3	
EDCL726		$3	
EDCL727		$3	
EDCL733		$3	
EDCL735		$3	
EDCL736		$3	
EDCL731		$3	
EDCL732		$3	
EDLE711		$3	
EDSN758		$6	
EDIC712		16	
EDEM617		$5	
EDEM607		$5	
EDEM610		$5	
EDEM618		$5	
EDEM627		$5	
EDEM628		$5	
EDEM629		$5	
EDWH371	College of Ed: MSCS Course Requirements	$2	
EDED144		$2	
EDMI145		$2	
EDMI151		$2	
EDPS363		$2	
EDWH261		$2	
EDEC382		$3	
EDTL718		$3	
EDTL719		$3	
EDTL732		$3	
EDTL787		$3	
EDEC150		$3	
EDRT711		$4	
EDMI363		$2	
EDEC265		$3	

	Trip		

Programmes	Cost Name	2016 Fee	Proposed 2017 Fee (2% increase)
BSPC	Noho Marae	$47	$48

The BEd(PhyEd) camps fee has been discontinued for 2017

College of Business & Law

Course	Compulsory Cost Name	2016 Fee	Proposed 2017 Fee (2% increase)
MGMT228*	Study Tour to China	TBD	TBD
MGMT316*	Course Resource Fee	$150	$150
MBAD671*	Study Tour	N/A	TBD

* Not charged at enrolment

College of Arts

Course	Compulsory Cost Name	2016 Fee	Proposed 2017 Fee (2% increase)
FINT103	Fine Arts intermediate materials	$678	$692
JOUR407	JOUR407 Shorthand Fee	$500	$510
JOUR401	JOUR401 Field Work	$360	$367
POLS440	POLS440 Field trip	N/A	$200
FINA102	FINA102 Field Trips	N/A	$70

The Music Masterclass fee has been discontinued for 2017.

N/A in 2016 Fee means that this is a new course starting in 2017.

College of Science

Course	Compulsory Cost Name	2016 Fee	Proposed 2017 Fee (2% increase)
BIOL112	BIOL112 Field Trip	$20	$20
BIOL270	BIOL270 Field Trip	$103	$105
BIOL384*	BIOL384 Field Trip	$135	$138
BIOL375	BIOL375 Field Trip	$135	$138
BIOL378	BIOL378 Field Trip	$103	$105
SCIM101	Science - SCIM101 field trip	$32	$33
GEOL489	GEOL489 Field Trip	$135	$138
HAZM401	HAZM401 Field Trip	$53	$54
GEOL483	GEOL483 Field Trip	$37	$38
HAZM403	HAZM403 Field Trip	$37	$38
GEOL479	GEOL479 Field Trip	$32	$33
GEOL481*	GEOL481 Field Trip	$32	$33
GEOL478*	GEOL478 Field Trip	$32	$33
GEOL473*	GEOL473 Field Trip	$32	$33
GEOL111*	GEOL111 Field Trip	$32	$33
GEOL115*	GEOL115 Field Trip	$32	$33
GEOL240*	GEOL240 Field Trip	$32	$33
GEOL241*	GEOL241 Field Trip	$32	$33
GEOL351*	GEOL351 Field Trip	$32	$33
GEOL352*	GEOL352 Field Trip	$32	$33
ENGE410*	ENGE410 Field Trip	$32	$33
ENGE411*	ENGE411 Field Trip	$32	$33

* Fees that are not charged at enrolment (the other fees are charged at enrolment.

Note: The 2017 compulsory fieldtrip to Antarctica (associated with course ANTA603) has been previously approved, so is not included here. The PGCertAntaStud was one of the special programme fees in both the domestic and international fees papers.

College of Engineering

Course	Compulsory Cost Name	2016 Fee	Proposed 2017 Fee (2% increase)
ENEL198	Engineering - Electrical - Elec Workshop	$155	$158
ENME199	Engineering - Mechanical Workshop	$472	$481
ENCH199	Engineering - Chemical and Process Workshop	$387	$395
ENCI199	Engineering - Civil Workshop	$213	$217
FORE199	Engineering - Forestry Workshop	$213	$217
ENEL199	Engineering - Electrical - Mech Workshop	$155	$158
SENG199	Engineering - Software Eng Workshop	$144	$147
ENME405	ENME405	$83	$85
	Field Trip		

Programme	Cost Name	2016 Fee	Proposed 2017 Fee (2% increase)
COP Forestry, BForSc & BForSc joint degrees	BFORSC-Compulsory Programme Cost - Field Trip Yr1	$115	$117
	BFORSC-Compulsory Programme Cost - Field Trip Yr2	$461	$470
	BFORSC-Compulsory Programme Cost - Field Trip Yr3	$302	$308
	BFORSC-Compulsory Programme Cost - Field Trip Yr4	$222	$226

The 2017 MEM Project Fee (associated with course ENMG680) has been previously approved as one of the special programme fees in the domestic and international fee papers, so is not included here.

TE POARI AKORANGA

ACADEMIC BOARD

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

REPORT TO THE COUNCIL FROM A MEETING OF THE ACADEMIC BOARD

HELD ON WEDNESDAY 21 SEPTEMBER 2016

The Board recommends that the Council notes the attached report.

Dr Hamish Cochrane
Chair
Te Poari Akoranga – Academic Board

21 September 2016

UNIVERSITY OF CANTERBURY

REPORT OF THE ACADEMIC BOARD MEETING HELD ON

WEDNESDAY 21 SEPTEMBER 2016

TE POARI AKORANGA

The Academic Board reports for information the following matters that have been considered since the August 2016 meeting of the Board:

1. THE VICE-CHANCELLOR'S REPORT

The Vice-Chancellor presented his report as read and highlighted the following:

- The University had been bracketed with Victoria University of Wellington in the recent Times Higher Education World University Rankings, this being an improvement on the prior year;
- He reminded Board that the Productivity Commission would be providing its preliminary report next week and that this could be a substantial document.

Questions and comments from the floor included:

- There was a question on the impact to the University of the recent reviews of potentially fraudulent student visa applications in the media, particularly of Indian nationals. The VC noted that the group of students investigated were substantially different to the University's cohort and consequently the risk has been low. He noted that within India the media impact had been unhelpful but appears to have had little long term consequences. The DVC(A) noted that he would be hosting a meeting of Immigration New Zealand's Education Sector Manager later in October and would be discussing this and other issues.
- A question was raised over the comments about staffing and its connection to student numbers. The VC stated that this was an observation rather than a policy, an intention of the observation is to challenge whether vacancies, as they arise, should be filled directly in that area or in other potentially higher priority areas.
- A question was raised about how the University was going to respond to the Productivity Commission. The VC indicated that the University chose not to respond to the initial issues paper but could well do so with the upcoming report. Such a response will be by the Council having considered input from Management and the Board. It was recommended that Board establish a working party to consider the report on its behalf and this was agreed to by the Chair.
- There was a question raised on scholarship spending. The VC indicated that the level of spending for PhD scholarships had remained largely unchanged, at 72 new recipients per annum. The University chose to substantially reduce its commitment to Masters' scholarships in order to support PhD scholarships, and there has been no change in this thinking. There will be a review of NCEA University undergraduate scholarship spending and its effectiveness; there could be significant savings if their propensity to influence decision making by students and recruitment is relatively low.
- A question was also asked about the situation at Lincoln University. The VC reported on public information and that greater clarity would emerge following their Council meeting at the end of the month. Canterbury should continue to offer moral support to them and importantly the educational needs of students of the region.
- A significant deficit for the 2017 budget was noted in his report. The VC stated that

the budgeting cycle is still underway and that there are likely to be a number of significant one-off costs, e.g. demolition of the Von Haast Building. However, it is important that the University return to a positive operating budget for 2019 and we need to continue all efforts now to make that possible.

2. REVIEW OF THE ACADEMIC BOARD

The Chair presented his memorandum to Board seeking feedback on its current modus operandi so as to aid the working party reviewing the Board. Initially solicited feedback included:

- The Board must meet it statutory requirements of providing advice on academic issues to Council.
- Board, and the working party, should reflect on whether we have the right culture and values as these can also set the tone for the wider institution. In particular, is there sufficient debate on the quality assurance and curriculum of programmes? The counter to this example was the significant size of proposals and whether AAC was effective at meeting this need.
- Size of the board was raised as both too big and the right size. On the latter it was noted that Board is effectively the only pan-University forum of significant size to be inclusive and allow diverse voices to be heard.
- It was suggested we look at alternative forms and channels of communication; this could also allow those unable to physically attend to contribute to the meeting.
- We need to construct a much more inclusive and engaging environment at the Board, and to promote and encourage all members to speak.
- The agenda promotes a passive position for members to take, Board should be involved in finding solutions rather than always approving solutions found elsewhere.
- Perhaps there are other modes of operation; this could include breakout sessions.
- The layout of the room does not encourage debate and engagement.
- There needs to be an induction for the new members to the Board.

The Chair will send out a wider call for comment to the University with feedback directly to the Secretary.

3. A VERBAL REPORT FROM THE DEPUTY VICE-CHANCELLOR (ACADEMIC)

The Deputy Vice-Chancellor gave a verbal report on the CUAP meeting held last week. He noted that for the first time in his six years of attendance a vote was held on a new qualification proposal. He also informed members of work undertaken by NZQA and the Ministry of Education on Te Marautanga o Aotearoa – Māori immersion learning at Levels 1-3. They have noted concerns on assurance of learning that the Māori and English mediums for subject areas are equivalent. They are interested in engaging with Te Reo Māori and technical subject experts to work in this area. The DVC(A) requested that interested members should make themselves known to the Head of Academic Services Group. A question was raised on the issue of transition to the University and the University's preparedness for such students? The DVC(A) replied that this was of concern too.

4. LIBRARY REPORT

The Chair of the Library Committee, Associate Professor M. Grimshaw, took his report as read. There were questions raised about the increased teaching space in the Library. The Assistance Librarian, Ms H. Thomas, responded that the areas would be in the corners of Levels 8 and 10 and would have no impact on the space available to the collection. She also

noted that the tutorial room on level 3 would be bookable but available for general study space when not in use. There was some further discussion on the mixed use of the library to include student study areas – it was noted that this is a complex issue.

A member raised a concern about the current review process of some parts of the collection, which involved moving the material and consequently making finding of it by students extremely difficult. Professor Grimshaw thanked the member for this observation, apologised for the disruption and would take this up.

5. REVIEW OF THE POSTGRADUATE CERTIFICATE IN TERTIARY TEACHING

There was discussion of the review and the responses to it. A member raised a concern of a conflict in relation to Recommendation 12, which recommended promotion of the Certificate and its potential impact on promotion at the lecturer level, and Recommendation 11, which acknowledge difficulties in uptake of the certificate and that incentives should be identified. Another member noted the conflict and welcomed the University looking to address it. It was noted that both the size and timing of the courses can be barriers to uptake. The Dean of Education spoke of concepts being considered to aid the accessibility, including smaller modularisation and some forms of assessment of prior learning. The Chair of the Review Panel, Professor P. Millar, spoke to the importance of investing in younger academic staff and the long term impact on the institution. He identified the value of undertaking the course along-side teaching in order to put it directly into practice. Finally, he acknowledged the difficulties faced by HODs in providing buyout to staff to undertake such professional development.

6. GENERAL BUSINESS

The PVC (Arts), Professor J. Le Cocq, noted the very recent death of Professor Patrick McAllister current Head of Department in Sociology and Anthropology. His passing is noted as a loss to the University.

A question was asked on the recently announced dates for Board meetings in 2017. The Chair agreed to reconsider these.

The Chair made members aware of current investigative work into essay writing services.

Dr Andrew Bainbridge-Smith
Secretary
Te Poari Akoranga – Academic Board

21 September 2016