
EMBARGOED UNTIL 4pm WEDNESDAY 29 JUNE 2016

Agenda

Date **Wednesday 29 June 2016**

Time 4.00pm

Venue Council Chamber, Matariki

Refer to
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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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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 | Emeritus Professor nominations | To protect the privacy of natural persons, including that of deceased natural persons | 7(a) |
| 6.2 | Research Medal 2016 | 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 | Arts Centre Refurbishment | To enable the University to carry out, without prejudice or disadvantage, commercial activities. | 7(h) |
| 8.3 | Financial Forecast Report | To enable the University to carry out, without prejudice or disadvantage, commercial activities. | 7(h) |

I also move that 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 27 July 2016

Minutes

| | |
|------------------------------|---|
| Date | Wednesday 25 May 2016 |
| Time | 4.00pm |
| Venue | Council Chamber, Level 6 Matariki |
| Present | Dr John Wood (Chancellor from 4.27pm), Ms Sue McCormack (Pro-Chancellor) (Chair from 4pm to 4.24pm), Dr Rod Carr (Vice-Chancellor), Mr James Addington, Mr Peter Ballantyne, Ms Catherine Drayton, Mr Bruce Gemmell, Mr Tony Hall, Professor Roger Nokes, Mr Warren Poh (until 5.43pm), Mr Shayne Te Aika. |
| Apologies | Mr Malcolm Peterson Scott, Dr John Wood (Chancellor) for lateness, Mr Jeff Field, Registrar and AVC. |
| In Attendance | Ms Jacqui Lyttle, Acting Registrar and University Council Secretary Dr Hamish Cochrane, DVC (Academic) Dr Andrew Bainbridge-Smith, Head of Academic Services Ms Alex Hanlon, Director, Learning Resources Mr Keith Longden, Chief Financial Officer Ms Raewyn Crowther, University Council Co-ordinator Ms Joanne Noble-Nesbitt, Erskine Programme Manager |
| CONFLICTS OF INTEREST | Professor Nokes' conflict as a result of being an academic member of UC staff, in respect of the item on Faculty/College merger, was noted. |
| MINUTES | The minutes of the meeting held on 27 April 2016 were approved. |
| MATTERS ARISING | There were no matters arising. |
| FROM THE CHANCELLOR | Chancellor's Meetings The schedule of meetings was noted. Council Work Plan 2016 An updated copy of the Work Plan was circulated to members and they were reminded that this was a dynamic document. Dr Carr commented that although the plan would change, efforts would be made to make agenda items for the month ahead as accurate as possible. The recent changes were highlighted and it was recommended that an Accommodation Update workshop be prioritised. |

Correspondence from Minister Steven Joyce

The Pro-Chancellor reported that a complimentary letter had been received from Minister Steven Joyce. The Chancellor would respond to the letter indicating that an opportunity to meet with the Minister would be requested.

PVC Presentation – College of Education, Health and Human Development

Professor Gail Gillon, PVC Education, Health and Human Development, was welcomed to the meeting and provided Council with an overview of the College's recent successes and the challenges it was currently facing.

Points raised by Professor Gillon included:

- The strong emphasis within the College on preparing students for professions within the Education and Health sectors.
- A key focus was to increase student numbers despite decreasing enrolments into education nationally and an increase in competition from private education providers and polytechnics. Education was an extremely competitive area.
- The College was well positioned to increase its market share of enrolments in health courses.
- Efforts focused on promoting the student experience as well as demonstrating that the content of UC courses met employer needs.
- UC was the only university which could offer teaching at Masters levels across all three areas of teaching disciplines. The programmes were recognised as being exemplary.
- There had been an increase in the number of students enrolling into primary education and steady growth across Health Sciences. Challenges remained in a few areas though such as Early Childhood teaching, the Bachelor of Arts (Education) and Sport and Physical Education as student numbers had not increased. Efforts were being made to readdress the staff to student ratio.
- The College had a strong research strategy and wanted to increase research income. A promising start had been made with the acceptance of eight researchers being named on the Better Start Fund challenge leading the Literacy and Learning strand. An outcome of this would be increased opportunities for PhD's and research assistance.
- The College was the first to participate in an organisational cultural inventory to identify what is the ideal culture for the College. Ideas from a two day workshop with College leaders would be rolled out to staff at a series of staff forums.
- A plan had been developed to assist with the transition from Dovedale to Ilam. Staff would be invited to participate in workshops to promote new ways of working and teaching within the College.

In questioning, Professor Gillon:

- outlined that the College's marketing efforts focused on telling the stories of recent graduates so future students could clearly understand what it was like to study at UC.
- supported the suggestion to directly approach Ngai Tahu and other Māori Tribes for endorsement about the quality of UC's Education and Health Sciences programmes.
- highlighted that although the Government promoted teaching as a profession they were unable to endorse any particular universities.
- noted that growth areas included distance learning students and mature students.

Professor Gillon was thanked for her report.

The meeting was adjourned at 4.24pm on arrival of the Chancellor and resumed at 4.27pm with the Chancellor in the Chair.

FROM THE VICE- CHANCELLOR

Monthly Report

Dr Carr took his report as read and provided an update:

- A UC delegation had recently visited a number of academic institutions in the USA and the UK. The visits had all been positive and had provided an opportunity to pitch outreach programmes and discuss philanthropic support.
- Student recruitment was underway with a continued focus on reaching those whose study was interrupted by the 2010 and 2011 earthquakes.
- There would be limited amounts of accommodation available for Semester Two enrolments. Work was being undertaken to ensure that all new international students would be accommodated.
- The Craigieburn high country lease issue had been settled and the Flockhill tenants had advised they would be withdrawing their appeal to the High Court in favour of taking other approaches to reaching a resolution to the matter.

In discussion it was noted that:

- The University had elected not to submit an individual submission to the Productivity Commission. Consideration would be given to submitting a response to the findings of the Productivity Commission once their report had been issued in September.
- It was noted that some universities had submitted individual submissions in addition to the UNZ submission. The fact UC had not submitted was not perceived to be an issue as the Commission had indicated a willingness to engage and seek input throughout the review process.

Moved

THAT: The Vice Chancellor's Report be noted.

Carried

FACULTY/ COLLEGE MERGER PROPOSAL

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

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

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

The Deans had been invited to the meeting for Council to hear their views on the proposal, following on from the previous meeting when the PVCs had been invited to speak. Council could decide, after listening to the Deans, whether they wished to direct further questions to the PVCs before making its final decision.

Dr Alison Griffith, Associate Dean (Undergraduate) of the Faculty of Arts, Dr Ross James, Dean of the Faculty of Commerce, Dr Julie Mackey, Academic Dean of the Faculty of Education, Professor Conan Fee, Dean of the Faculty of Engineering and Forestry, Professor Ursula Cheer, Dean of the Faculty of Law and Associate Professor Catherine Moran, Dean of the Faculty of Science were all invited to the table.

Each of the Deans recounted the process followed within their respective Faculty to reach their decision on the proposal. Three Faculties were in support (Education, Commerce and Engineering), while the Law and Arts Faculties were firmly against and the Science Faculty evenly split.

Dr Griffith, Associate Professor Catherine Moran and Professor Ursula Cheer spoke against the proposal on behalf of their Faculties. The reasons provided in opposition to the proposal included:

- Limiting the academic voice
- The proposal was seen as the dissolution of the Faculties rather than a merger with the Colleges
- The position of Dean was threatened

- The proposal provided no guarantees that PVCs would delegate academic matters
- The position of the PVC would be too powerful
- There were no sound reasons for the proposed change
- The language of the proposal did not provide clarity

Dr James, Professor Fee and Dr Mackie spoke in favour of the proposal on behalf of their Faculties. The reasons provided for supporting the proposal included:

- The issues raised in earlier proposals around the retention of the Deans and student representation had been addressed in the final version
- Other concerns would be addressed in the implementation process
- Could not envisage already-busy PVCs taking over the academic work of the Deans
- Strong Advisory Boards existed that had oversight of some professional degrees and this would not be affected by the change
- Better inclusion of general and professional staff within a single structure
- Academic, resourcing and financial considerations needed to be taken into account together.
- Provided for transparency of financial and strategic matters
- Better clarity for external stakeholders
- Would assist to build a constructive staff culture.

In questioning, the opposing Deans were asked to advise if it was the proposal or the fundamental principle of alignment they were opposed to. In response, all reiterated the loss of autonomy, the dissolution of the Faculties and the desire to retain two separate bodies were major concerns.

The concern of the Law Faculty, expressed in written feedback in relation to legislative requirements, had been researched and the Vice-Chancellor was confident that the University would remain compliant if the proposal was accepted. The Chancellor emphasised that this was in fact a Council obligation rather than a management one. He stressed that Council was required to attest to UC's compliance with all legislation, thus providing an inbuilt safe-guard.

The Deans were thanked for their input and the PVC's invited to the table to respond to final questions from Council, in response to which the following comments were made:

- The two key reasons for the proposal coming forward were noted:
 - To link up and clarify academic and financial leadership
 - To provide clarity around line management
- Accountability rested with PVCs
- The PVCs made an undertaking that the implementation

process would be inclusive and that all elements of the proposal would be considered.

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

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

Moved

THAT: Council adopt the proposal to unite Colleges and Faculties

Carried

The vote was carried unanimously and the Chancellor was acknowledged for providing a comprehensive opportunity for consideration of this matter.

**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 17 May 2016.

UCTF Quarterly Report to 31 March 2016

The report showed a satisfactory result had been achieved.

Moved

THAT: Council note the UCTF Quarterly Report to 31 March 2016.

Carried

CAPEX Report to 31 March 2016

The summary report indicated there were no areas of concern. Major projects were not included in the report due to their commercial sensitivity.

Moved

THAT: Council note the CAPEX Quarterly Report to 31 March 2016

Carried

**FROM THE AUDIT AND
RISK COMMITTEE**

The Chair of the Audit and Risk Committee, Mr Peter Ballantyne, presented the items.

Appeals, Discipline and Grievances Report, 2015

The report indicated that complaints were being resolved prior to going through a formal process. The improved processes put in place, which provided for early intervention, clear advice and guidance within a clear informal process have resulted in there being no

appeals taken to the Council Appeals Committee in 2015.

Moved

THAT: Council note the Appeals, Discipline and Grievances 2015 report

Carried

Health and Safety Report

The report for Council noted the responsibilities under the new Health and Safety legislation and provided information on staff and student well-being and contractor performance indicators. Reporting variations between contractors were being addressed.

Moved

THAT: Council note the Health and Safety Report.

Carried

FROM THE ACADEMIC BOARD

Academic Board Report

Dr Hamish Cochrane, DVC (Academic), introduced Professor Matthew Turnbull who had chaired the meeting of the Academic Board on his behalf and invited him to present the report.

Professor Turnbull reported that the meeting of 18 May 2016 had considered two matters: the Faculty/College Merger and the report of the working party on Space Allocation. It had been an interesting meeting to chair and there had been a good exchange of views.

Moved:

That: Council note the Academic Board Report.

Carried

Academic Implications of the Space Allocation Policy

Professor Jack Heinemann, Co-ordinator of the Academic Board Working Party on the Academic Implications of the Space Allocation Policy, was invited to present his report. He advised that the Working Party had worked through the policy noting inconsistency between the underlying guidance and the policy. Space was an important issue as all academic activities needed space regardless of the method of delivery and the policy needed to deliver this.

He noted the significance of the report's appendices in understanding the issues, (these had been made available to members via the Council Sharepoint site).

In discussion it was noted:

- Recommendation 13 indicated that space cost savings be returned to that programme to ensure the desired outcomes were achieved. Alternative methods of delivery would require resourcing.
- How best to inform macro-level decisions
- The need to involve the people who use the space in the decisions.

The Chancellor thanked Professor Heinemann for the report and noted Council's appreciation for the delivery of the advice in such a comprehensive manner, making it so much easier for Council to exercise its legislative responsibilities. Council would look forward to receiving advice in this manner in future. The Vice-Chancellor added his thanks to Professor Heinemann and noted that Learning Resources would lead the process of the policy review.

Moved:

That: Council gratefully receive the report of the Academic Board Working Party on the Academic Implications of the UC Space Allocation Policy, and refer it to management for consideration and reporting back to Council through the Finance, Planning and Resources Committee before the end of the year.

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 |
|--------------------------------|--|---|--|
| 6.1 | Emeritus Professor nomination | To protect the privacy of natural persons, including that of deceased natural persons | 7(a) |
| 6.2 | Canterbury Distinguished Professor nomination | 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) |
| 7.2 | GOG Quarterly Scorecard | 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) |
| 8.1 | UC Futures Update | To enable the University to carry out, without prejudice or disadvantage, commercial activities. | 7(h) |
| 8.2 | Dovedale ELC Lease to UCSA | To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations). | 7(h) 7(i) |
| 8.3 | 2017 International Fees | To enable the University to carry out, without prejudice or disadvantage, commercial activities. | 7(h) |
| 8.4 | 2017 Scholarship Budget | To enable the University to carry out, without prejudice or disadvantage, commercial activities. | 7(h) |
| 8.5 | Space Utilisation Report | 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) |
| 8.6 | Erskine Review | To maintain legal professional privilege | 7(g) |
| 8.7 | Student Accommodation Update – Sonoda and CLV Stage 2 | To enable the University to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations). | 7(i) |
| 8.8 | Student Enrolment Update | 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) |
| 8.9 | Financial Forecast Report | To enable the University to carry out, without prejudice or disadvantage, commercial activities. | 7(h) |

and that the UC Directors, the Head of Academic Services 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 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 6.44pm.

GENERAL BUSINESS There were no items of general business.

The meeting closed at 6.45pm.

NEXT MEETING The next meeting is scheduled for 3.00pm on Wednesday 29 June 2016.

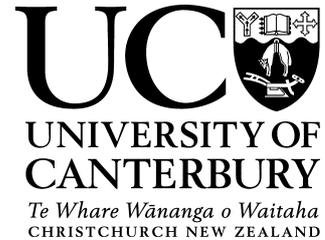
SIGNED AS A CORRECT RECORD: _____

DATE: _____

Memorandum

Vice-Chancellor's Office

Email: chancellor@canterbury.ac.nz



| | |
|-----------------|------------------------------|
| To: | Council Members |
| From: | Dr John Wood, Chancellor |
| Date: | 22 June 2016 |
| Subject: | CHANCELLOR'S MEETINGS |

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

- Met with Jen Crawford, Chair Arts Centre Trust Board
- Met with Jo Dowling re arrangements for US Alumni and Development trip
- Participated in UC International Board of Advisors teleconference
- Co-hosted two Community Dinners
- Visited the Rose Centre for Stroke and Rehabilitation Research
- Attended 21 Day Pacific Challenge judging
- Attended SMT's farewell for Professor Steve Weaver
- Attended NZ/US Council AGM in Auckland
- Met with Jo Dowling regarding the NZ Ambassador to the US
- Attended farewell function for Tom Lambie, outgoing LU Chancellor
- Attended a meeting of the Canterbury History Foundation
- Attended a meeting with VC, Gail Gillon and Lynn McClelland re the naming of the New Education Building
- Attended a health and safety site visit to College of Science
- Attended FPRC meeting
- Attended Lincoln University Council meeting
- Hosted a thank you event for Graduation helpers
- Hosted a dinner for David and Leigh Teece, major donors
- Opened the Townsend Teece Telescope Exhibition
- Met with Glenda Harvey, Holcim, regarding sponsorship of the Chancellor's Dinner
- Attended a UCF Donors thank you function
- Attended a UCF Development Steering Group meeting

A handwritten signature in black ink that reads 'L.J. Wood'. The signature is written in a cursive, flowing style.

Dr John Wood
Chancellor

COUNCIL WORKPLAN 2016
As at 22 June 2016

| | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|--|--|--|---|---|---|--|---------|
| Audit and Risk Standing items: PwC Audit Reports Health and Safety Reports UC Futures Key Risks | | | 15 Aug: - Six Month Financial Statement - Quarterly CAPEX report | | 17 Oct: - Strategic Risk Register Review and Update | | |
| FPRC Standing items: UC Futures Update Monthly Financial Report Financial Forecast Report | 20 June: - NEB Stage 2 BC - NEB stage 2 Implementation BC (IBC) and tender. - Response to Ministerial request for updated forecasts. (Renamed: Financial and Capital Review) - Role of Faculties. - St Nicolas lease BC (Renamed: Kirkwood Hall) - College House postgraduate / academic visitor apartment development lease. - Health and Safety Charter - Old Rutherford (purpose) - RSIC Options Analysis - Arts Centre - FPRC Membership - Honours and Appointments Committee | 18 July: - Country Plan IQA - Quality of Teaching - SMS Update - Dovedale/Sonoda BC - Old Rutherford – preliminary decision (To Q4) - Health Precinct BC - Peoplesoft Upgrade BC - International Growth Strategy - Risk Sharing Mechanism - Graduate Attributes Reporting Template - Kirkwood Hall Business Case | 15 Aug: - UC TEC Investment Plan - New Teaching Spaces BC - Modern Learning Environments BC - CRM1 BC - Q2 CAPEX Report - Investment Plan - Asset Management Capability Assessment | 19 Sept: - Recreation Centre BC - UCSA Building BC (from Q3) - Campus Transport Plan and Parking fees | 17 Oct: - RSIC Stage 2 IBC - Locke/Logie Remediation BC | 21 Nov: - 2017 Budget - Te Ao Marama BC - Q3 CAPEX Report - e-Learning | 12 Dec: |
| Council Workshop | 29 June: Arts Centre Trust Board (TBC) Organisational Culture | 27 July: Accommodation Update | 31 Aug: RSIC Stage 2 | 28 Sept: Integrated Transport Management Strategy | 26 Oct: 2017 Budget | 30 Nov: Emeritus Professors Function with Council 30 Nov | 12 Dec: |
| Council Meeting Standing items: Chancellor's Meetings 2016 Workplan VC Monthly Report Academic Board Report VC Risk Report UC Futures Update | 29 June: - NEB Stage 2 BC - NEB stage 2 Implementation BC (IBC) and tender. - Response to Ministerial request for updated forecasts. (Renamed: Financial and Capital Review) - Role of Faculties. - St Nicolas lease BC (Renamed: Kirkwood Hall) - College House postgraduate / academic visitor apartment development lease. - Health and Safety Charter - Old Rutherford (purpose) - RSIC Options Analysis - Arts Centre - FPRC Membership - Honours and Appointments Committee PVC Arts | 27 July: - Country Plan IQA - Quality of Teaching - SMS Update - Old Rutherford – preliminary decision (To Q4) - Peoplesoft Upgrade BC - Dovedale/Sonoda BC - Health Precinct BC - Kaikoura Field Station Update - International Growth Strategy and IQA Country Plan - Risk Sharing Mechanism - Graduate Attributes Reporting Template Kirkwood Hall Business Case | 31 Aug: - UC TEC Investment Plan - New Teaching Spaces BC - Modern Learning Environments BC - CRM1 BC - Q2 CAPEX Report - Investment Plan - Asset Management Capability Assessment | 28 Sept: - Campus Transport Plan and Parking fees. - Recreation Centre BC - UCSA Building BC (from Q3) | 30 Oct: - Submissions to TEC assessment of SAC support for 2017 and 2018 - RSIC Stage 2 IBC - Locke/Logie Remediation BC | 30 Nov: - 2017 Budget - Te Ao Marama BC - Q3 CAPEX Report - e-Learning | 12 Dec: |
| Other Council Decisions | Q2: | Q3: Biological Science building – BC (Reinstated in Q3) Health Precinct Location BC (To July) Space Utilisation Proposal | | | Q4: EQC residential claim (\$0.75m) – Jeff Field. Waiting on EQC High Country Lands. (Q4 2016). SMS/MyUC contracting for implementation business partner (Q4 2016) Homestead Lane Hall BC Role of Academic Board. - Old Rutherford – preliminary decision | | |
| H&S Visits | 20 June: BAU - College of Science | | | 19 Sept: Construction - RSIC (moved from August) | | 21 Nov: BAU - College of Engineering | |
| Other Workshop Possibilities | Organisational Culture Lincoln University Visit to Council by LU Council and VC (later in the year) International Student Experience Arts Centre Trust Board | | | | | | |

NOTE: Subject to regular review - new items added are shown in bold font, which will subsequently revert to plain text. Deleted items are shown with strikethrough and will subsequently be deleted.

Dr Rod Carr
Vice-Chancellor
Tel: +64 3 364 2495
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**VICE-CHANCELLOR'S REPORT TO
UNIVERSITY OF CANTERBURY COUNCIL JUNE 2016**

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1. INTRODUCTION

As we close in on the halfway mark for 2016, attention has turned to mid-year exams, mid-term break and semester two enrolments. A particular effort is being made to process enrolments with a view to further advancing student numbers after such a positive start at the beginning of the year.

In the campus transformation space, the RSIC, CETF and NEB developments continue to take shape, with UC and the construction companies working hard to mitigate the impact of late completion in the case of CETF and NEB. The demolition of the UCSA building is likely to begin in August.

I am reassured, as are my counterparts at other Universities that the May budget announcement shows a funding boost for research, and innovation initiatives. Increases to tuition subsidies for science, and to fund additional places in engineering are welcome, but funding in disciplines like law, the humanities and commerce have not increased since 2012 and it is increasingly difficult for the NZ university system to maintain quality in those areas.

2. STRATEGIC MATTERS

2.1 UC Futures

The UC Futures Programme will be presenting two key reports to Council this month for decision. The business case for completing stage two of the rebuild of the former Commerce Building, now known as the New Education Building, will be provided to the UC Council in June. This business case follows the case to strengthen the building which was considered in December, 2014 and reviewed in July, 2015. The current estimate is that the development will cost more (around \$10 million) and possibly take longer (past July 2017) than estimated in July 2015.

The Minister for Tertiary Education, Skills and Employment has asked UC to re-check its decision to go ahead with Stage Two of the RSIC (von Haast replacement) and an options analysis for this development will also be considered by Council this month. The full implementation business case for RSIC stage two will not be considered by Council until later in the year and the expectation is to take a recommendation to Ministers for endorsement and co-funding (\$15 million of Crown support withheld at the time RSIC Stage 1 was endorsed in November 2015) no later than November this year.

Council will also consider the outcome of the RFP process for the old Rutherford building.

Overall, the boost in enrolments this year has meant that the Government and the UC Council have more confidence that UC will recover to pre-earthquake domestic enrolment levels and sustainability in the timeframe we have planned for. As a result the case for building RSIC stage two) is strong

The UC Council will also consider a Financial and Capital Review undertaken this year to be provided to the Minister by 30 June 2016 at this month's meeting. This review canvasses the University's enrolment position, its operating cost position and its capital plan and reforecasts the position until 2022, and is in response to a Ministerial query that resulted from his consideration of the business case for the whole RSIC project submitted last year. It reflects a return to operating surplus without Government support in 2019 and a return to the pre-earthquake position of the University by 2022 and with a more international student mix. The UC Futures programme was created in response to the adverse effects of the earthquake events. It is positive to reflect on the significant progress UC has made in recovery to date but also to recognise the need for Government support as planned and agreed in 2014.

2.2 Regional Science and Innovation Centre (RSIC)

The programme for the first of the two buildings of this two building science development is now tight, and the main construction contractor, Fletcher Construction Limited, is working hard on a number of fronts to avoid delays. The team are working under lights to ensure that all allowable hours are used to meet the schedule. Hours of work are restricted to limit the impact on neighbours. The Project Team are calling for expressions of interest in June from companies aiming to build the RSIC stage two building to replace the von Haast building which is earthquake damaged. This will allow the team to invite tenders from this group, should the Council approve the economic case to proceed, in time to continue on the planned schedule.

2.3 Canterbury Engineering the Future (CETF)

June should see the completion of the Electrical and Computer Engineering wing (ECE). The Christchurch City Council's inspections to be able to issue a Certificate of Public Use is anticipated shortly. The Project Team and constructors remain very grateful for the patience and fortitude of the staff and students of these departments in dealing with the series of delays to completion. The Chemical and Process Engineering new built laboratory wing (CAPE) was due for completion on 20 June but a further five week delay has been advised. The late notification of delay and declining confidence in estimated time to complete is being raised with the contractor.

Deloitte has been commissioned to review the 'readiness for service' of these two wings of the CETF project and have interviewed key College and project staff to gather their views. UC sees this as a valuable exercise in gathering information to inform the opening of these two wings as well as to use in all the other major construction projects on campus. At this time we have not been advised of further delays in completion of the core or central hub scheduled for delivery in October 2016.

2.4 College of Education, Health and Human Development relocation and integration

The main development in this project for June is the provision of the business case to complete the rebuilding of the New Education Building after the strengthening phase. UC has been negotiating with Hawkins South Island Limited to complete this stage of the building for about four months and negotiations have reached a position where UC is able to recommend to the Council that the contract is executed. This stage two of the project is the fit-out of the building and can start before the strengthening is complete, and will finish after the strengthening is complete. The schedule for this building is likely to slip further as a result of delays in steel work and the period for negotiation and procurement work to price stage two. A new schedule will be provided to the UC Council along with the business case to complete stage two and to move the College of Education, Health and Human Development from the Dovedale Campus. The design team is working with the College, Maori and Pasifika groups to finalise the cultural influences on the building fit-out and transition work is going well.

2.5 International Growth

UC has renewed its focus on recruiting international students from New Zealand secondary schools and has had some success so far this year in increasing full fee students from this pathway. A new recruitment plan for this activity is being considered by the Senior Management Team International (SMTi) this month, and the International Relations Office staff has been actively visiting schools and the international directors in New Zealand secondary schools in particular. A significant potential source of these international students is the Christchurch College of English Language, located on the Dovedale Campus. UC is ensuring that it retains a close relationship with this organisation in both direct and joint marketing and recruitment activities.

2.6 Graduate Profile

2.6.1 Graduate Attributes

A significant amount of work continues within Colleges and Programmes on reviewing programmes and courses in line with Graduate Attributes. The DVC Academic is discussing with Hub leaders how they can best provide future input for academic staff. This includes how ideas can best be shared between Hubs as to what has worked best to date. The DVC Academic is also consulting the Academic Administration Committee about how best to provide ongoing reporting to Council about overall progress. This reporting will be in the form of a set of high-level key performance indicators. The production of some of this data will rely on regular input from Programmes via the AAC.

Over 500 students have now registered for documentation of activities and learning outcomes through the Co-Curricular Record.

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.

Regular cycle of programme reviews continues.

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.

The Centre for Entrepreneurship continues to raise its profile on and off campus. The Entre 85K challenge selected 11 teams from among over 60 participants to progress to the final. The 21 Day Challenge selected a winning team from six participating teams and three finalists.

Attribute 3: Biculturally 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.

All Colleges are well into their mapping process for this attribute, which is very much appreciated. The next BICC hui with PVCs and Deans is planned for the end of June at which colleagues will share the results of the mapping exercises. This will be followed by analysis of the mapping results, which will lead to the process for developing content for delivery. The work carried out by colleagues to date is most impressive and is an important step in the process of enhancing, developing and creating curriculum content.

A small celebration was held on 1 June for the second ARTS 295 – Aoraki Bound interns. Two UC students participated as mentors to younger participants in Te Rūnanga o Ngāi Tahu's Aoraki Bound development programme. Aoraki Bound is a 20-day cultural and personal development programme has the aim of building the leaders of tomorrow. Aoraki Bound combines Ngāi Tahu cultural knowledge and expertise with the experience and reputation of Outward Bound in a journey from Anakiwa at the top of Te Waipounamu to the feet of Aoraki. These internships are a continuing collaboration between Te Rūnanga o Ngāi Tahu and UC and a unique opportunity for our students.

The Academic Skills Centre (ASC) have requested a workshop on Bicultural competence and confidence to support their operational teaching practice. ASC teach students academic skills individually and they are increasingly teaching into courses across the colleges. Colleagues in the Office of the AVC Māori are working with the Academic Skills Centre to plan this workshop.

The UC Health Centre participated in a half-day tailored Te Reo in the workplace workshop which was facilitated by Mary Boyce and Ripeka Tamanui-Hurunui, with very positive feedback from participants.

The Bicultural Competence and Confidence paper is now on the web at <http://www.canterbury.ac.nz/vco/bicultural-competence/>

Te Ohu Reo online request form is being frequently used by colleagues for a range of requests and is located at <http://www.canterbury.ac.nz/vco/forms/tereo-request.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.

Work continues on assessing and crediting activities and learning outcomes for inclusion in the Co-Curricular Record.

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 Global Hub Advisory Board is in the process of developing a framework document with guidelines on incorporating the global awareness attribute into courses and programmes.

3. CHALLENGE

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

3.1 Ministerial Update

In approving the release of the \$85m in capital funding toward RSIC in November 2015 the Minister requested an update on our 10 Year Financial Forecast and capital expenditure plan be provided to him prior to 30 June 2016. This work has largely been completed and will be reviewed by FPRC when it meets on 20 June. The model forecasts the University return to surplus in 2019 having maintained tight control of costs, achieved a return to 2010 levels of domestic enrolments and a material increase in full fee paying international students. The forecast also reveals a continued but reducing dependency on funding for under delivery of domestic EFTs in 2017 and 2018. The forecast also assumes the government provides the final \$15m of RSIC funding in 2016 and \$50m of capital funding in the first quarter of 2019.

3.2 International

3.2.1 International growth strategy (IGS)

The framework for international student experience will be further developed and presented to SMTi by the end of June. The current focus is on processing enrolments for the second semester and an October intake for selected courses.

3.2.2 International partnerships

Peking University (PKU) in China has recently been ranked 21st in the 2016 THE World Reputation Rankings. PKU is one of our key partners. Students from PKU participated in the *CHCH101 - Strengthening Communities through Social Innovation* summer course earlier in 2016. The Partnerships team alongside the College of Arts is currently working on a short course for UC students to go to PKU for three weeks in November. This is an example of our strategy to build deep partnerships with a small number of elite universities.

IRO hosted a delegation of 40 people from the Hubei Provincial Department of Education (HPDE), China on campus on 1 June. This visit was co-ordinated with Christchurch Educated and the Chinese Consulate in Christchurch. The delegation discussed implementation plans following on from an MoU between Christchurch Educated and the HPDE signed last year. As Vice Chancellor I gave a key note address to the representatives of 18 tertiary institutions from Hubei province. With over two million students in Wuhan City, one million in tertiary education, there is a significant opportunity to develop interest not only in undergraduate but in postgraduate programmes.

3.2.3 Study Abroad UCXchange

The focus for Study Abroad this month is attendance at the NAFSA conference in the US, a key international conference which provides the opportunity to meet with existing and potential partners and agents from around the world. New partnerships and growth channels will be a focus for meetings at the conference. Work has been done throughout May on the Study Abroad strategy for 2017. UC also hosted a familiarisation visit for four recruiting and advising staff from International Studies Abroad as they prepare for 2017 Study Abroad recruitment.

May is also a busy month for outbound exchange – the annual outbound exchange fair for UC students was held in early May, with strong student attendance, and the team advised many students on potential exchange destinations as the first outbound deadline for 2017 approached at the end of May.

3.3 International Recruitment (including in-country international students)

3.3.1 General Issues

Recruitment is gearing up for the semester one 2017 EFTS with a number of recruitment fairs being held over the following six months. There are a number of initiatives under way looking at admissions, Deans Awards, marketing and staff capacity and agent contract review.

IRO is working on agent contract activity in preparation for the contract audit later this year. This includes working with IT to introduce a best practice model to record agent contracts, update agency contacts on our websites and work with the IRO team to update the country agency mailing lists.

IRO has appointed an International Recruitment Coordinator (China), who will be working with UC's representative in China.

3.3.2 South Asia and India

UC's Indian representative has been working on her call plan and reviewing possible areas to improve penetration into different programmes at UC. The Director of International Growth Strategies is in India providing additional support for this project. Feedback from a review of the undergraduate market in India would indicate that there are opportunities for UC if investment is provided.

There is a planned school visit to UC in July/August, which will see ten international school students come to UC and Canterbury for the week. They will be accompanied by the school principal, who is looking to send their son to UC next year.

3.3.3 Domestic recruitment

There have been some very successful visits to some Auckland schools with Engineering and UCIC being the key programmes of interest in the middle to upper North Island. The Nelson and Tasman Bay area provided strong interest after a week of school visits. This was across all programmes, but also highlighted the need to push UCIC more in the region. A record number of students (around 300) attended the Wellington recruitment evening and a very successful event promoting Engineering to women was held with over 120 attendees.

A very positive visit with Christchurch College of English Language (CCEL) students also indicates the need to work closer with CCEL and UCIC to ensure a viable pathway option to UC for in country international students and permanent residents.

3.3.4 China

UC's Beijing-based recruiter has been attending recruitment events full time, and supported a CANIC Christchurch based entity with school visits as well. He will be visiting UC in late June for further exposure to UC culture and programmes.

3.3.5 Pre-Admission

The main focus has been on ensuring that information relating to incomplete and conditional offer applications is received and entered into the system so that full offers can be sent out. There is a major issue with agents not providing critical information needed for late applications for July 2016. This is an area that will require additional agent training and management.

General

Hobsons Contract: IRO has renegotiated the contract with Hobsons. This will see enhanced enquiry and offer management services at a significantly reduced fixed cost. However, the contract states that UC has to provide sufficient support to ensure Hobsons can perform the tasks required.

Health and Safety: A review of the requirements for offshore travel is being undertaken. This is in light of the changes to the Health and Safety in Employment Act and a general concern regarding UC staff recruiting offshore.

International Admissions Form Review: IRO is reviewing the existing international application form with a view to streamlining and enhancing the student and agent experience. This project will see IRO and Admissions, in consultation with colleges, develop a new fit-for-purpose form for the following two to three years

3.4 Domestic Recruitment

3.4.1 Marketing

The undergraduate prospectus and seven college publications have been printed and dispersed to schools. The Christchurch Expo was held May 12-14 – with more than 4,000 publications distributed to prospective students. The Publications Team is working on two International publications – The International Prospectus and the Study Abroad Guide.

Social media activity continues to be high with an increased emphasis on Twitter and Instagram (over 1,000 followers). The areas of focus on Facebook have been product placement, campus profile, UC7 videos, and event promotion. The Online WCMS phase III has been approved – work is under way to establish the project team.

The UCME brand campaign continues with outdoor, online and radio being utilised. The UC GO Canterbury campaign taking our Auckland specific offer to market has been launched through adshells outside schools and will be supplemented by radio and online placements in June-July. The UC Merit campaign which focuses on our undergraduate scholarship offer, utilising outdoor, press, radio and online channels, has been in market during May, and feedback regarding visibility has been positive. A semester two campaign has been launched into the local market – utilising newspaper, online and radio.

3.4.2 Liaison

Information Evenings are the main recruitment events held throughout May and June. The first events of the month were held in Hamilton, Auckland, Tauranga, Taranaki and Wellington. Attendance increased in all regions apart from Auckland which had similar numbers to last year. Wellington in particular has increased considerably since 2014 from 130, to over 300 attending on 26 May.

The Engagement Team has been providing support to the new Maori Outreach Coordinator in the Maori Development Team and the new Academic Business Development Coordinator in the College of Science to assist with information sharing, strategy development and alignment with operational activities across the University.

The team has also been busy working with Events on UC's Crusaders, Tactix and SVA partnerships. Year 13 students from Burnside and Hornby were hosted at Crusader games, and 100 secondary school girls from UC Cup teams participated in a skills session run by the Crusaders. In-school training sessions were also arranged for St Thomas' and Shirley Boys.

We facilitated an in-schools skills session at Linwood with members of the Tactix netball team, with students from Aranui also attending. Senior management staff from Riccarton High, Kaiapoi High and Lincoln High Schools were hosted at a corporate table for one of the home games.

Fifty students from St Andrews, St Margaret's and Burnside also attended the Future Problem Solving session with speakers from Linguistics and Aotahi providing key curriculum knowledge. May has also seen the start of visits by the Vice-Chancellor to eight selected local secondary schools (St Andrew's, Christ's College, Riccarton, St Thomas, Christchurch Boys High, Christchurch Girls High, Cashmere and Marion Colleges) to meet with their principals. The visits appear to be well received and the general feedback is that the flight from the city observed in the 2013 school leaver group (2014 new to UC from high school cohort) has ceased and Canterbury school leavers destined for University study are increasingly persuaded to study at UC if the programme of study they are seeking to enrol in is available.

3.4.3 Admissions

A total of 374 admission *ad eundem statum* (AES) applications were recorded as received this month to 26 May. This compares with 484 and 361 AES applications received in May in 2014 and 2015 respectively. So far year-to-date 2016 admission AES applications received are 48% and 36% higher than at the same stage in 2014 and 2015 respectively. As with previous months, a significant proportion of the applications received (32%) do not have sufficient documents provided for the applications to be assessed.

New admission AES applications recorded from 1 to 26 May 2016:

| | Total | Undergraduate | COP | Postgraduate | PhD/EdD* |
|-----------------|-------|---------------|-----|--------------|----------|
| Able to process | 258 | 119 | 8 | 97 | 34 |
| Incomplete | 119 | 17 | 0 | 93 | 9 |
| Total | 377 | 136 | 8 | 190 | 43 |

*Includes 4 non-AES PhD/EdD applications.

*Includes 7 non-AES PhD/EdD applications.

A highlight this month has been two new Admissions Officers joining the team.

3.4.4 Enrolment

An estimated 2,268 students and visitors were welcomed by Student Services during May 2016. Of these 1,377 have been assisted by our Information Desk and a further 354 have been assisted by the Enrolments Team. This represents increases during the same period in 2015 of 34% and 23% respectively.

A total of 65 PhD students have been fully enrolled during May 2016 (35 international). This is a 7% decrease on May 2015, however year to date we are tracking very similar to 2015. A further 26 students have enrolled so far for June 2016 (15 international). Enrolment reminders have been sent out to 48 continuing PhD students for July 2016.

A reminder service for Master's thesis students has been initiated. These students will now receive two reminders to re-enrol, similar to that of PhD students. This will offer a more cohesive approach which will endeavour to stop some of our Master's failing to enrol in a timely manner.

A draft for amalgamating the two Programme Entry Application Forms is currently being assessed by Enrolments and the College of Education. This is currently with the Design Team.

Within the Contact Centre a total of 4,870 calls were answered and 1,829 emails responded to. The Contact Centre directly answered 1,243 emails.

3.4.5 Scholarships

During May the Scholarships Team has been administering and supporting the selection interviews for some UG scholarships which closed on 31 March. Printing of the 2017 First Year Scholarships brochure for school students and subsequent mail out to schools has been completed. The team has also been focused on the initial processing of applications for the mid-year round of UC Doctoral and UC Master's Scholarships, which closed on 15 May.

Expected highlights for June include:

- Payment of the 2016 UC Undergraduate Entrance Scholarship to eligible recipients in June.
- UC's hosting of the Rhodes Scholarship Information evening on 2 June.
- Final preparations before UC's First year scholarships open for online applications on 20 June.
- Completing the processing of UC Doctoral and Master's scholarships from the May selection round in preparation for the selection committee meeting in July.

3.4.6 Accommodation

Accommodation Services is working closely with CLV and IRO to accurately predict the number of semester two students requiring accommodation. Semester two applications are being processed. An intention survey has been sent to all independent international students with an application to UC. This will provide information on the type of accommodation required.

Four information evenings have taken place in the North Island with a good turnout especially in Hamilton. There are more planned in coming weeks.

A Health and Safety audit of all hall providers has been completed and recommendations passed to the halls. This support will continue. A draft risk register is being compiled.

Affiliated housing has applications for semester two. We are also providing some short-term accommodation for interns at UC. The students are settling well and are building small communities.

3.5 Student Success

Academic Skills Centre

The ASC Peer Learning Advisor (PLA) scheme began in 2015. PLAs are postgraduate students studying towards Master's or PhD degrees at UC. They advise undergraduate students in all disciplines during one-to-one consultations and drop-ins. PLAs support students with analysing assignment tasks, assignment structure, planning, referencing, grammar and style, time management, note taking, and exam skills. ASC has employed five PLAs over the past two years.

The ASC currently employs three PLAs. In addition to providing individual support to students, PLAs have the opportunity to assist with classroom teaching. Current and past PLAs have taught communication skills for international students, and revision and exam skills. They have also contributed to the UC Possibilities programme and will be providing academic skills support at the upcoming August PGSA retreat in Kaikoura.

PLAs are provided with dedicated professional development sessions with ASC staff, and attended peer tutor training with tutors from the Pacific Development and Student Development Teams in February 2016. They will also attend Tangata Tū, Tangata Ora later this year.

3.5.1 Careers

The new location of the Career Centre continues show its benefits, with a 25% increase in students attending Career Consultations and express appointments, a 100% increase in use by international students and increased student, and academic staff foot traffic. Employers who have utilised the space available for interviewing students, holding drop in sessions and presentations are also commenting very favourably.

The Engineering and Science Careers Fair held in May was very successful with 59 exhibitors and close to 900 students attending. Again this year both exhibitor and student feedback showed what a worthwhile experience this event is to them. Employers spoke of the high calibre of students and how students were interested, engaged and came well prepared with questions. The next Careers Fair will be for Education on 12 July, at the Dovedale Campus.

Careers staff attended the Canterbury Employers Chamber of Commerce Business Expo as part of UC's presence there. This proved very worthwhile in terms of raising awareness of services to business offered by Careers Internships & Employment, and for establishing new contacts in the business community.

The Careers Team will host a one-day meeting in June of Career Centre Managers from the other seven New Zealand universities. This will provide an opportunity to share best practice and explore ways in which we can collaborate to further Career Education in the University sector.

3.5.2 Disability Resource Service

As of 30 May the DRS is supporting 395 students, compared to 384 who had registered with the service at the completion of semester one in 2015, an increase of **2.9%**. Our advisors continue to write Learning Support Plans for these students, advocate for them on campus and put any academic supports required in place.

Alternative Format Centre (AFC) Statistics from 1 January to 20 May are as follows:

- Staff supported 29 students in 21 specialist software training sessions for JAWS screen reader, Inspiration (mind mapping tool), Zoom Text screen magnifier and reader, Dragon Naturally Speaking Speech Recognition Read and Write Gold (learning support software designed for students with specific learning difficulties) and other programmes as required.
- Staff completed 163 formatting jobs for registered students. This included reformatting text books and lecture material as required. Additionally, note taking from echo lecture recordings have been undertaken in this period to support 49 registered students across 27 courses to assist students with their learning.

We are preparing to assist the examinations department by reformatting about 50 exams for the upcoming examination period.

3.5.3 Pacific Development

The month of May saw the return of our Jandals 2- Guess Who Quiz Night held in the Undercroft common area. Activities included the jaw-busting Weetbix challenge, the competitive Pong Battle and intellectually stimulating quiz questions. This was well attended by over 100 students and designed to reinforce a sense of belonging for these students.

This month saw the PDT team support the 21 Pacific Day Challenge – an initiative of the UC Centre for Entrepreneurship and the UC College of Business and Law. The PDT team was instrumental in encouraging Pasifika student participation, sourcing of cultural mentors and contribution to the preliminary judging. The winning team was named on 30 May and will be heading to Niue to implement their business plans that will assist the Niuean community to conserve, protect and sustainably manage its food supply with a view to becoming self-sufficient.

3.5.4 Student Transitions and Engagement Team

A highlight of the month was the first Co-Curricular Record (CCR) Expo held in Undercroft101 on 16 May, showcasing 22 approved activities. Representatives from each activity were available to engage with students and staff. The day resulted in an additional 106 registrations to the CCR initiative. As of 26 May there are 506 students signed up to the CCR, and 288 activity involvements. There are now 26 approved activities, with 20 more in various stages of development.

3.5.5 UC RecCentre

Current membership is 7,500 (6,300 student members, 700 staff members, and 500 ‘others’ such as community, alumni, affiliate and non-UC students). The period 1 May to 30 May has seen 30,181 turnstile entries, slightly ahead of the same time last year.

Upcoming Events:

- Mega class on Thursday 9 June showcasing an exciting new fitness programme: [Animal Flow](#).
- Glow Zumba on Friday 15 July: dark room, UV lights, UV paint and multiple instructors to bring the Zumba party alive!
- Winter Spin Series: four endure length spin classes in July, covering the 21 stages of the Tour de France.

3.5.6 UC Sport

We attended the High Performance Sport NZ Prime Minister’s Scholarships awards for South Island athletes on 23 May and were able to acknowledge the UC student-athletes who received these awards: Angela Petty, Brad Mathas, Hannah Gumbley, Caitlin Dowden, Thomas Mackintosh and Anna Watson-Taylor.

UC Sport in collaboration with Communications and Engagement and the Crusaders continue to deliver in-school visits.

Basketball, football and ultimate sport leagues have started with full complements of teams. The UC Badminton team travelled to Auckland on 21 May to take part in the New Zealand university competition.

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 Office of the Assistant Vice-Chancellor Māori

The Office of AVC Māori is about to begin using SharePoint 2013 in collaboration with the Registrar's Office. This will involve changing our everyday work processes and an in-depth process of evaluation and assessment of k:drive material. This process should allow us to rethink how we do much of our mahi, will provide enhanced opportunities for collaboration as well as creating efficiencies. This process will begin mid-June 2016.

The Office of AVC Māori and its staff are collaborating with Learning Resources to enhance the campus cultural narratives through visits to Canterbury marae and workshops. This supports the Campus Master Plan as well as Te Rautaki Whakawhanake Kaupapa Māori – UC's Strategy for Māori Development. Alex Hanlon recently provided an overview of the Campus Master Plan to Office of AVC Māori, followed by a discussion with a focus on landscape architecture and design in particular.

Ripeka Tamanui-Hurunui was the successful candidate for the position of Kaiārahi Māori, Service Units and is now working with Learning Resources, Human Resources and other service units.

Darryn Russell presented on the BICC framework document to the Student Services and Communications Managers at their recent planning day. Staff were engaged and Darryn's presentation was well received. Darryn also presented on the BICC framework to Learning Resources managers with his presentation prompting a number of thoughtful questions.

4.2 Māori Development Team

The Māori Development Team received a commendation from the Teachers' Council on the quality of their support to students. This is an affirmation of the research and evidence based professional focus of the team. Student engagement continues to grow, with unique engagement numbers for semester one 2016 at an increased number over 2015.

4.3 Māori Research

Office of AVC Māori is supporting Research and Innovation with Māori research processes in the interim following the departure of Tracy Rohan. This has involved working on the National Science Challenge. Additionally, consideration is being given to developing a workshop to inform researchers in general on prioritising Māori research needs. Initially, such a workshop would focus on local needs so that researchers can develop their understanding of how local Māori can be involved in the process of research and help in identifying the development of technologies which will meet their needs and are being developed by researchers. Ideally local rūnanga will be involved in the workshop with researchers and will carry out collaborative mahi to formulate improved research strategies in order to further assist vision mātauranga. A desired outcome is proactive, collaborative, early input into consultation processes in time for the 2017 funding round, as well as ensuring collaborative partnerships with external stakeholders.

4.4 DVC Research

The following data relates to contracts executed to date by Research and Innovation for the National Science Challenges (NSC) and the Centres of Research Excellence (CoREs).

\$25.6m contracts for CoREs.

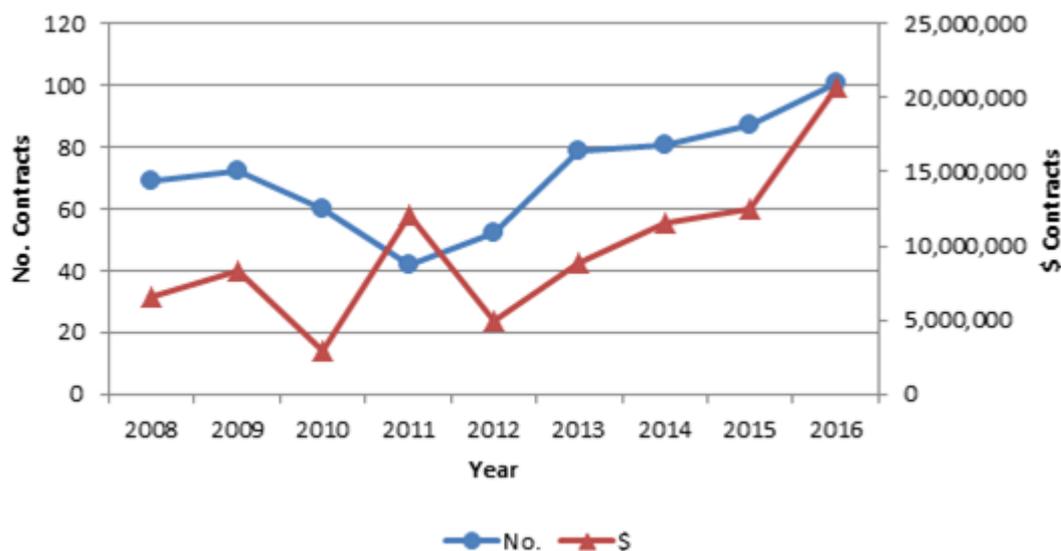
- \$9.3m contracts for NSC.
- More funding for both NSC and CoREs is anticipated.
- Some of this funding will go out from UC as sub-contracts. We will provide an evaluation of “stickiness” in due course.
- The graphical representation illustrates the impact of the NSC and CORE funding compared with previous years.

Summary of CoRE and NSC Contracts Executed

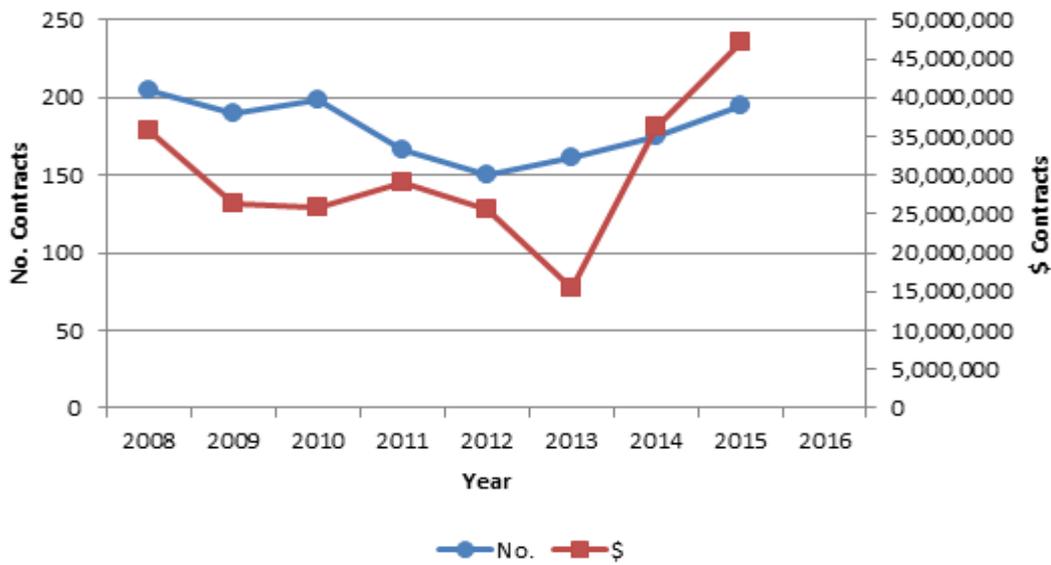
| | | |
|---|-----------|-------------------|
| CoRE | 21 | 25,646,445 |
| Bio-Protection | 1 | 15,000 |
| Brain | 6 | 556,127 |
| Dodd-Walls | 4 | 361,943 |
| MacDiarmid | 2 | 1,797,825 |
| Maurice Wilkins | 2 | 785,740 |
| MedTech | 2 | 633,679 |
| QuakeCoRE | 1 | 20,815,039 |
| Te Pūnaha Matatini | 3 | 681,092 |
| NSC | 24 | 9,299,546 |
| A Better Start | 4 | 96,500 |
| Ageing Well | 2 | 35,005 |
| Biological Heritage | 5 | 781,751 |
| Building Better Homes, Towns and Cities | 2 | 10,000 |
| Deep South | 4 | 896,762 |
| Resilience to Nature’s Challenges | 2 | 4,111,200 |
| SfTI | 5 | 3,368,328 |
| Total | 45 | 34,945,991 |

CoRE and NSC Contracts Pending: 4, \$3,249,926

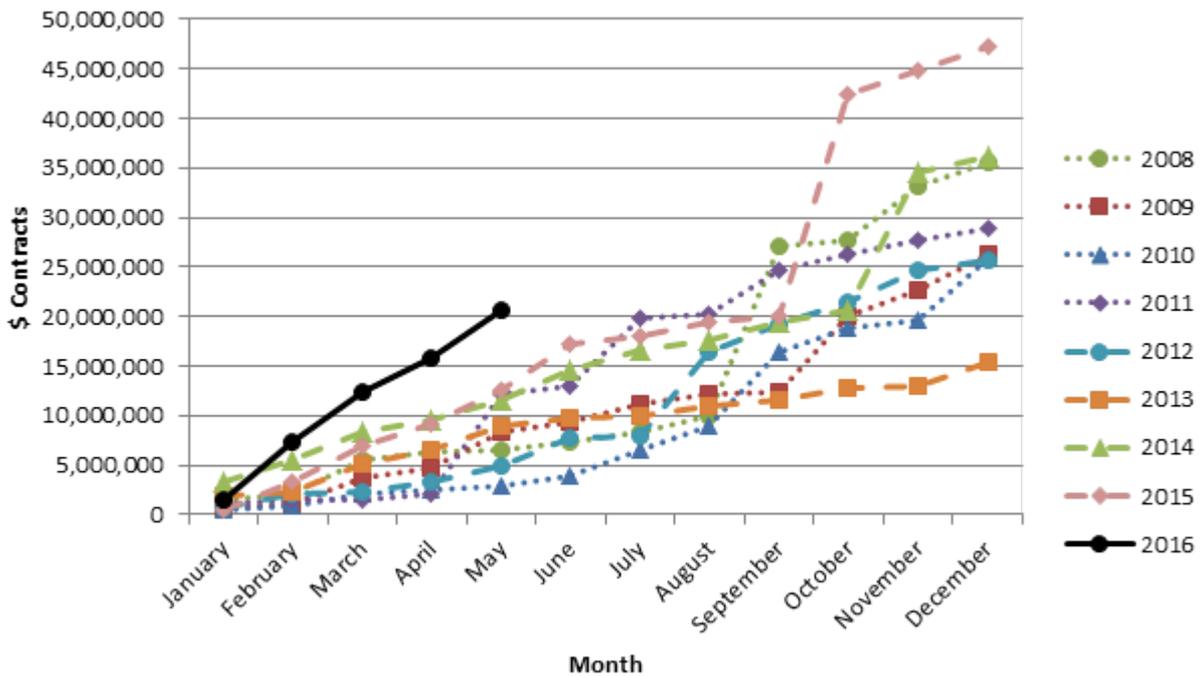
Contracts - Number and Value YTD (as at 24 May)



Contracts - Number and Value (as at 31 December)



Value of Contracts Executed (2008-2016), as at 24 May



4.5 DVC Academic

4.5.1 Update on the College Faculty Merger

The Working Party intends to meet on Friday 10 June. The purpose of this meeting is to begin to design an implementation plan by identifying all of the issues that need to be addressed to give effect to the Council decision to unite Faculties and Colleges. We are targeting an effective implementation date of 1 Oct 2016.

4.5.2 Role of Academic Board Review

The Working Party to review the role of Academic Board plans to meet on 10 June with an intention to report back to FPRC before year end. The review will provide advice on the terms of reference, composition and subcommittee structure of AB.

I am delighted to announce the names of the recipients of the 2016 UC Teaching Awards:

- Philippa Gourdie, Mathematics and Statistics
- Ben Kennedy, Geological Sciences
- Susanna Wilson, Teacher Education
- Sarah Wright, Management, Marketing and Entrepreneurship

For the first time this year, we can also celebrate a team's success with a Teaching Innovation award:

- Erik Brogt (Academic Services), Tara Ross (Journalism), Thomas Wilson (Geological Sciences)

Teaching Week has been opportunity to hear about new teaching tools, successful ideas and the latest in technological teaching resources. Sessions included engaging with large classes, universal design for inclusion and belonging, culturally responsive pedagogy and a focus on blended learning. I would also like to thank Ako Aotearoa for holding their regional symposium as part of the UC Teaching week.

I would like to note that the Education Counsellor at the Chinese Consular Office, Charlie Yucai, has finished his posting in New Zealand and is returning to his university post at the Chinese University of Petroleum. Charlie has been in post for five years and has helped UC in a myriad of ways. The new Education Counsellor arrives in late June.

5. CONNECT

Communications

A wide range of communications initiatives have been progressed in the last month:

Intercom: Average opening rate for May: 42.25%. This is 20% more than the international benchmark for opening an Electronic Direct Mail (EDM) for the Education and Tertiary sector (MailChimp – 21.8%).

Insider's Guide student newsletter: Average opening rate of 53.03% for May. This is 30% more than the international benchmark for the Education and Tertiary sector.

Twitter: [@UCNZ](#) continues to rank as the top Twitter account for engagement out of all New Zealand universities.

Photographic Services: Chronicle photos, Teaching Awards brochure, coverage of Events – Engineering and Science Careers Fair and CCR event, 150 students photographed for the Scholarships posters.

Research Report: Distribution under way

Chronicle 1, 2016: Printing under way

Communications planning and implementation: Skype Business, UC Travel Week, Samoan Language Week, UC In Touch newsletter printed, Go Canterbury profiles, Open Day, Update Day.

Project Communications

A new Capital Projects web site is currently being populated with content. This site features recent projects as well as current projects and allows for inclusion of space management information and the Campus Master Plan with associated documents. Training is being provided to Learning Resources staff to maintain this section.

A large campus transformation display is in planning for C-Block Lecture Theatres during Open Day 2016 in July, and materials have been collated for the programme booklet for the Careers Advisors Update Day in June.

A campus fly-through video project has been scoped in collaboration with Learning Resources and Geography with filming to begin Spring 2016.

Project Communications attended a consultant's workshop around the campus-wide signage and way-finding project and is organising a student focus group.

Mid-year updates to the campus directory and on-line maps are complete.

A factsheet about the new NEB building was printed and published on the UC website. UCE and EDP versions have also been produced and are awaiting approval. Artwork for the new NEB hoarding skin has been completed but is on hold while the College revises content.

Information about the new UCSA building has been posted on the UC website. A webcam has also been set up (on a one hour time delay) accessible via the website. Artwork for the UCSA hoarding skin has been completed but placed on hold while the design of the building is confirmed. Project Communications is assisting the UCSA with obtaining quotes for their hoarding graphics.

The Arts Centre Communications Manager was on updated UC key messages for this project. The out-of-date UC banner displayed at the Arts Centre will be taken down and a replacement produced.

Articles about the UCSA and NEB buildings were produced for Chronicle magazine.

Work is well under way on Think first winter campaign. A designer is working on an animated video and merchandise is being ordered. Work is also under way on a cycle safety campaign, which will include messaging around wearing a helmet when cycling on campus.

5.1 External Relations

5.1.1 Media

May media coverage of UC-related topics was overwhelmingly positive. More than 20 news stories were covered in media releases or pitched directly, and more than 46 media queries responded to. There was no negative media coverage.

There was plenty of international attention for UC research, most prominently Christoph Bartneck and the UC research on increasing violence in LEGO toys, as a direct result of direct media pitch and stories going viral. Internationally, this included more than 197 mentions in 40 countries.

Other UC experts appeared in the media included Brendon Bradley on Alpine Fault ahead of his UC Connect public lecture, and freshly minted Canterbury Distinguished Professor Roy Kerr was presented with the Crafoord Prize in Stockholm by the King of Sweden.

UC academics were quoted widely with Sociology professors Greg Newbold and Jarrod Gilbert again prominent, alongside a range of others from every College such as Sally Gaw on microplastics, College of Education, Health and Human Development PVC Gail Gillon on New Zealand education and literacy, and genetics professor Jack Heinemann on the proposed genetically modified organism law review.

An analysis of New Zealand broadcast, internet and print coverage in May found 435 items. This coverage reached a cumulative audience of 8,822,864 people and had an advertising space rate of \$1,896,056.

5.2 Stakeholder Relations

May UC Connect public lectures included Chief ANZ economist Cam Bagrie, and both UC earthquake engineer Brendon Bradley and visiting NASA Mars scientist Dr Jen Blank sold out their talks. The next UC Connect lecture will be Prof Angus McIntosh on fixing Canterbury's problem waterways.

The next UC Community Meeting is scheduled for 13 June.

Alumni and UC Foundation (formerly Development)

UC Foundation

Philanthropic Income:

| | |
|-----------|-------------|
| May: | May YTD: |
| \$962,076 | \$2,687,881 |

Distributions:

| | |
|-----------|-----------|
| May: | May YTD: |
| \$300,605 | \$938,528 |

The team provided support for mentors and donor stewardship for the 21 Day Challenge final at the end of May.

The Annual Appeal has generated 206 new donors to date. Outbound calling to lapsed donors has reactivated two out of three people called. We expect additional gifts to come in over coming weeks with an email to those without a postal address and postal appeals going to UK and US alumni in early June. Further information is available at: www.canterbury.ac.nz/alumni/appeal.

While the public launch of the UCSA Campaign to raise \$5m is in August, alumni and friends who attended events in the US and UK in May were given a taste of the campaign and invited to make leadership gifts.

Craig and Kirsten Nevill-Manning hosted a dinner in their home. Ongoing cultivation with guests will continue – there is genuine interest in the campaign.

5.2.1 Stewardship

- The Speaker of the House of Representatives, Rt Hon David Carter is hosting the UC Alumni and UCF Donor thank you event in Parliament (Wellington) on 16 June. To date we have 76 acceptances. Prof Julia Rucklidge is the guest speaker.
- Invitations are about to go out for the first donor thank you event in Christchurch – 28 June. Musicians from the Christchurch School of Music will play background music on the night. Prof Julia Rucklidge is the guest speaker.
- Other Donor Thank You events are planned: Christchurch (Corporates) – 26 July and Auckland (Alumni & Donors) – 23 August.
- One of our scholarship donors is establishing a second scholarship – value \$10K per annum (so from this donor they will be sponsoring two scholarships for those people with vision impairment at \$10K per scholarship per annum.
- The Lyttelton Port Company is very happy with how its scholarship was managed this year.
- Planning is well under way for the Malaysia/Singapore visit including donor thank you lunches.
- Significant progress has been made towards finalising the Malaysian Alumni scholarships, allowing them to once again be advertised.
- New Zealand Business and Parliament Trust (a Political Science scholarship) and the Northington Partners scholarship (Finance) have been finalised after a very long period of little progress.
- We are continuing to get thank you letters from scholarships recipients and sending them out to donors.

5.2.2 Alumni

We provided support for recent UK and US events. About 250 people attended the various events in New York, London, Oxford and Cambridge.

The next Alumni e-news is being sent in mid-June. There is an obvious increase in interest in the alumni database and use of data.

The team moved from Alice Candy house to Okeover in May, and took on a new department name – Alumni & UC Foundation.

6. ENABLERS

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

6.1 Staff Matters

A review of the Holidays Act was undertaken. Three minor updates were required. The three affected staff have been advised.

Space allocation policy – at its May meeting the University Council received advice offered by AB in respect of space allocation. It appreciated the advice, which was considered to be well informed, and referred it to Management for consideration. Between August and October 2016 our Learning Resources department plan to run a number of activities to consider and recommend changes to the current space allocation policy.

6.2 Infrastructure

Details of building status are contained in the appendix.

UC arranged a geotech report on the area surrounding the Kaikoura Research field station. The draft findings led the University to restrict access to the research building while further matters are addressed and a peer review of the work completed. A copy of the draft report was made available to the relevant local authorities.

6.3 ICT Graduate School

A verbal update will be provided to Council.

7. Financial Outcomes: (management accounts to 31 May 2016)

| May 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 | 134,965 | 131,793 | 3,172 | 323,214 | 331,329 | 8,115 |
| Total Operating Expenditure | 128,149 | 140,040 | 11,891 | 336,871 | 336,355 | 516 |
| Net Surplus/(Deficit) | 6,816 | (8,247) | 15,063 | (13,657) | (5,026) | 8,631 |
| Net Surplus/(Deficit) as a % of Total Operating Income | 5.1% | (6.3%) | | (4.2%) | (1.5%) | |
| Capital Expenditure | 64,985 | 122,194 | 57,209 | 274,635 | 208,875 | 65,760 |
| Cash/ Short Term Investments/ Short Term Government Stock | 291,330 | 116,382 | 174,948 | 42,081 | 238,850 | 196,769 |
| Working Capital | 207,409 | 80,557 | 126,852 | 8,296 | 210,065 | 201,769 |

* 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 May 2016. A positive variance in tuition fees and interest income has been partially offset by a negative variance in sundry income, resulting in this overall favourable position. Actual Total Operating Expenditure is favourable to budget. The favourable variance relates to operating expenses, total personnel expenses and depreciation.

We had been budgeting for an operating **deficit** as at the end of May 2016 of \$8.247 million, but have returned an operating **surplus** of \$6.815 million. The difference is thought to be mostly due to budget phasing, with the expectation that actual results will begin to match budget as the year progresses. Further analysis is being performed.

Capital expenditure is currently \$57.209 million below budget. \$56.321 million of the expenditure incurred to date is UC Futures related (CETF, RSIC, and NEB) against a year to date budget of \$95.223 million. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by \$18.307 million.

7.1 Cash Flow

The May 2016 cash position of \$291.330 million is higher than budget by \$174.948 million 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 maturing in August 2016 that will be available for reinvestment.

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

TEC, who must approve all borrowing under the Education Act 1989, have provided a borrowing consent, of which a key condition is that once UC is required to borrow more than \$65 million 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 May 2016, it is too early to identify whether the University is tracking to meet its targets. The University's achievement for 2015 was within the ranges set.

7.2 Working Capital

Working capital¹ of \$207.409 million at 31 May 2016 is \$126.852 million more than budget, mostly due to the additional cash balances as a result of the lower capital expenditure (see above).

7.3 Arts Centre.

UC Council approval for an additional \$1m of funding will be sought.

7.4 Craigieburn

The University's Trust Funds have received a substantial payment representing rental arrears and a contribution to legal costs in respect of the outcome of the arbitration on the rental for the University's high country property, Craigieburn. Leaseholders who were seeking a review of the High Court decision affecting their leases have withdrawn their action and agreed to proceed to arbitration under the terms of their leases.

8. COLLEGE SUMMARIES

8.1 College of Arts (Te Rāngai Toi Tangata)

No update received.

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

Colleagues in the School of Business and Economics are working with the School's EQUIS accreditation advisor, Professor Robina Xavier (Queensland University of Technology) to prepare its application for EFMD-EQUIS accreditation. In this context, two important developments are underway: Firstly, the School has embarked on a review of its vision and mission; secondly, nearly four years after the official establishment of the UC School of Business and Economics (in October 2012), a new Head of School role (currently under recruitment) has been established to provide stronger leadership for the School going forward.

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

The 2016 UC 21 Day Student Pacific Challenge, co-hosted by UC Centre for Entrepreneurship and School of Business and Economics, culminated with the judging of the three semi-finalists and awards ceremony on 30 May. Five teams, each comprising five students from diverse disciplines and supported by cultural and business mentors had just three weeks and \$10,000 to prepare a business proposal to assist the Niuean community to conserve, protect and sustainably manage its food supply with a view to becoming self-sufficient. Congratulations go to members of the winning *EduKai* team: Kent Stewart (Bio-Engineering PhD student), Charlotte Mee (3rd year BCom, Marketing & Finance student), Helena Power (MCom Marketing student), Sima Bagheri (1st Pro year Chemical Engineering) and Charles Tevi (3rd year BSc Geology student).

The Edukai Initiative is a three-pronged approach to improving the general health of the community with a cookbook (featuring traditional recipes), a Taumafa Kitchen (both for the home and the village) and involving a Taumafa Development Committee (composed of local organic farmers, Mataginifale Women's Group of Avatele and other experts). The team will travel to Niue with Associate Professor Sussie Morrish (MME Dept) in June to implement this project. Sincere thanks to all UC students and colleagues, business and cultural mentors, and members of the Pacific and Niue communities, who came together to make the challenge happen. Thanks also to sponsors Pacific Island Trade and Invest and Air New Zealand.

Congratulations also to Dr Sarah Wright (Department Management, Marketing & Entrepreneurship) on being awarded a 2016 UC Teaching Award.

8.3 College of Engineering (Te Rāngai Pūkaha)

Our current very large Intermediate Year inevitably means more first professional year students next year. We are currently working on staffing requirements for 2017 because the department of Civil and Natural Resources Engineering will move to double streaming to accommodate a predicted much bigger first professional year next year. This will require more resources as there will be double the number of lab sessions and several lectures/courses will be delivered twice.

On the upside, we believe this will provide a much enhanced learning experience for the CNRE students, because from next year they will sit in class of about 120 students as opposed to more than 200. A business case for increased FTE to support the high number of extra EFTS has been prepared for the VC, in order to maintain a high quality engineering degree. Other departments are also expecting considerable growth in 2017, predominantly Mechanical Engineering, for which resource requirements will be tested shortly. The College has commissioned ResearchFirst to look at the attractiveness of the brand new BProdDes concept, and will receive their report mid-June. In the meantime we are moving ahead with consultation and the CUAP proposal to ensure that the degree, if it does go ahead, can commence in 2018. The degree would be a three year degree, with three very distinct majors, and is designed to attract students who are mathematically unable to undertake a rigorous and technical full four year engineering honours programme, but still wish to work in a highly technical area. It would not need to be accredited by IPENZ.

Finally, we are very close indeed to fully re-occupying the first of the new Engineering wings, ECE and CAPE. Staff now have access to start preparing the building for a full teaching and research programme by the end of the year.

In 2017 it will be the 130th anniversary of “Engineering in Christchurch” and we plan to use that as a theme to set up various events and celebrations when all our buildings are finally returned to us.

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

During Samoan language week, our College Kaiarahi- Pasifika, Tufulasi Taleni, led an excellent professional development workshop for our staff as a foundation for our teaching that supports the National Pasifika Education and Health Plans. The workshop began with a “Taste of Pasifika culture” with an Ava Ceremony. We greatly appreciated the support of our local Pasifika community and Pasifika leaders in this event which was very well attended by our College academic and professional staff.

We welcome to our College Dr Thomas Harding who has accepted the role of Senior Lecturer in Nursing, within our School of Health Sciences. Our Masters of Health Sciences nursing entry pathway in collaboration with CPIT (who lead the clinical components of the qualification) is developing well and we now have 39 students enrolled in this pathway. We are the only Tertiary provider to offer a Masters level entry pathway into Nursing.

We are very proud of Sue Wilson (School of Teacher Education) who won a UC Teaching Award and congratulate all the UC Teaching Award recipients for 2016. It was inspiring to listen to the award winner’s acceptance speeches in relation to their teaching philosophies and their ideas for promoting teaching excellence at UC.

8.5 College of Science (Te Rāngai Pūtaiao)

No update received.

9. CONCLUSION

Recently I was asked by a journalist for Management Magazine to identify the key risks that I believe keeps a CEO awake at night. In no particular order I identified the key issues as:

- Managing risk and uncertainty
- Management of financial, human and technical resources
- Changes in the regulatory environment
- Competition in the contestability for products and services
- Cyber security
- Health and safety in the workplace

Without elaborating on these six themes they all appear highly relevant given the circumstances this University finds itself in. Some of these matters are under our influence or control while others represent threats and opportunities which we need to be prepared to respond to. I remain confident that UC is well placed to meet these challenges in the coming years. We have made significant progress this year on a number of fronts including student recruitment and retention, design and launch of programmes of study, articulation and deployment of the graduate profile, progression of major buildings and infrastructure and enhancing our health and safety monitoring and reporting. Work is currently underway to identify threats posed in respect of cyber security. The overall judgement to pace our recovery as fast as we can without taking reckless risks appears to have been appropriate. Teaching week was a further opportunity to remind ourselves that constructing affective learning environments for our students and research active staff remains the core business of the university. I congratulate all those who were acknowledged by receiving teaching awards and take this opportunity to thank all our staff for their efforts during the first Semester.

9.1 Appendix 1: Building Update

Overall

The main structural steelwork for both buildings on the RSIC project are now complete, leaving secondary steel structure to be completed, all structural elements are well in advance of the critical path activities for façade and services installation. The façade installation is progressing with some delay, rework to the southeast corner has been completed and a revised installation programme is under review by the project team to ensure there are no further issues.

Practical completion of the ECE wing in tranche one of CETF was delayed due to product availability for a small part of the cladding and an error in manufacturing of the stair handrails. Some minor rescheduling was required to the reoccupation programme and good progress has been made on this task.

Hawkins has advised further delays in completion of CAPE, whereas the programmed handover date for Core remains at 28 October and work is progressing well.

In addition, the late approval of building consent for the CNRE and Mechanical wings has caused some delay to the project along with the discovery of significant additional asbestos to the Mechanical wing and the recent liquidation of the Hawkins demolition sub-contractor. Hawkins has been requested to provide updated construction programmes for these two wings including sufficient transparent float to allow for unresolved and unforeseen issues.

The stage two fitout business case for NEB including a fixed-price tender from Hawkins, a revised programme, a draft set of NZS3910 contract conditions is being prepared for consideration at the June PCG meeting, together with preparation of an Independent Quality Assurance report in parallel with the Business Case for Council.

Campus Construction Safety Group

UC continues to liaise with the Christchurch City Council on other campus zones in the development of TMP's such as the 'wellness precinct' in anticipation of a considerable number of truck visits removing debris from the UCSA project site. For UCSA this also includes accommodating safe pedestrian movement past this site and across the adjacent stream in both the short and medium term.

The contractor Round Table meeting in May had as a main focus a collective review of key sections of "The Principal's guide to contracting to meet the Health and Safety in Employment Act 1992" (until it is revised). This is the current guide for Health and Safety in the workplace, underpinning the requirements of the recently released H&S legislation. The UC led review was intended to ensure all contractors remained cognisant of their independent responsibilities in meeting those requirements and in the context of ongoing UC site audits. All contractors agreed that future UC site audit reports will be tabled and discussed at future meetings to enhance contractor insight and understandings.

Projects in planning stage this month:

The Capital Works team has finalised the review of 2016 projects and a program of scheduled Business Cases to be provided for the necessary approval processes has now been established.

The team continues preparation for an industry briefing to inform the market of timings for new projects.

Current Building Status

Key Progress this month:

Major work

Regional Science and Innovation Centre (RSIC)

The main structural steelwork for both buildings is now complete, leaving secondary steel structure to be completed; all structural elements are well in advance of the critical path activities for façade and services installation.

The façade installation is progressing with some delay, rework to the southeast corner has been completed with no further issues, a revised installation programme is under review by the project team along with mitigation measures to ensure finishing trades can start on time in early July.

Considerable activity continues with the installation of mechanical and electrical services to all occupied levels of both the west and east wings of the building. Internal walls and partitions are progressing on the west wing. Rescheduling of activities has ensured the programme is maintained with no reported change to the completion date of 10 April 2017.

Developed design for stage two von Haast replacement was completed in early May and the updated cost plan is now within the overall budget with minor value management items being taken to achieve budget compliance. A series of users/occupier workshops are planned for June where final confirmation of layouts and adjacencies will be concluded. The June PCG will consider the final options paper for the von Haast redevelopment for recommendation to UC Council.

Canterbury Engineering the Future (CETF)

The main challenges for the project team at present continue to be the delivery of tranche one buildings (CAPE, Core, and ECE) and gaining alignment with Hawkins over a number of contract administration issues, of which agreement of scope change is the most significant.

The Christchurch City Council has now completed the inspections of ECE required to issue a Certificate of Public Use (CPU) and the final piece of documentation needed to support the CPU has been received. It is expected the CPU will be issued shortly. Practical completion of the building continues to be delayed due to product availability for a small part of the cladding and an error in manufacturing of the stair handrails. Some minor rescheduling was required to the reoccupation programme and good progress has been made on this task.

Hawkins has recently signalled that CAPE delivery is under stress, forecasting a further potential delay. Hawkins has been asked to review their programme and confirm the anticipated handover date. A workshop was held with the CAPE department in respect of the reoccupation programme.

The programmed handover date for Core remains 28 October and work is progressing well.

The late approval of building consent for the CNRE and Mechanical wings has caused some delay to the project along with the discovery of significant additional asbestos to the Mechanical wing and the liquidation of the Hawkins demolition sub-contractor. Hawkins has appointed a new demolition sub-contractor and is making good progress to this package of works. The latest asbestos surveys indicate that the full extent of asbestos is now known and it is hoped the asbestos removal works will soon be complete. Hawkins has been asked to provide updated construction programmes including sufficient float to allow for unresolved and unforeseen issues.

Electrical Link

The EQR and betterment phase of this project has attained Code Compliance Certification and has been handed back to the University. Full scale reoccupation of the building will not occur until the recladding is complete.

This is nearing the completion of developed design. RLB reports the business case budget remains on track for the project.

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

The stage two fit-out business case is under final review and will be submitted to the June PCG. The business case includes a fixed price tender from Hawkins, a revised programme and a draft set of NZS3910 contract conditions agreed with the parties and the UC legal adviser. Deloitte is preparing an Independent Quality Assurance report in parallel with the business case. There is now a high level of cost certainty with over 80% of the costs now fixed. A large part of the remaining cost is either UC supplied items or mechanical services – refer note below.

The interim results from the stage two fit-out tender indicate the original estimated project budget presented in 2015 is likely to be exceeded by about \$10m. This figure includes \$4.4m of contingencies and a mechanical services tender result exceeding pretender estimates by 50%. This specific work package has been retendered to the market in anticipation there will be cost savings.

Instruction of the fit-out works to Hawkins is subject to satisfactory review of the stage two business case by FPRC and a Council approval of the proposed new budget and contract on 25 June 2016.

The revised programme has target occupancy date of 30 October at the earliest. Discussions are now under way with the College to determine the impact of these dates on the teaching programme and academic workload.

On site, Hawkins continues with site preparation works by removing the required areas of the basement topping slab to enable forming and construction of the mega columns. On upper levels, the hollow core topping slabs are being broken out around larger cracking to enable new reinforcement to be installed. Work has commenced on the internal façade to the north elevation of the north wing. RHS secondary steel for hollow core slabs is being installed. Structural steel frames are now being delivered on site and erected in position.

The Design Team is working with the College, Maori and Pasifika groups to finalise the cultural influences on the building fit-out (these have no material impact on the product choices included in the tender documents).

Other Buildings/ Projects

UCSA

Preparation for the relocation of the Ilam Early Learning Centre to Dovedale continues. It is anticipated that the new facility at Dovedale will be operational on 1 August. There is no prolonged closure of the Ilam Early Learning Centre as the final move is happening over a weekend. This relocation occurs prior to demolition of the existing UCSA building. The demolition and asbestos removal tender has been issued to a selected short list of contractors with demolition planned to take place after exams, with an anticipated start on site of 1 August.

The team is currently finalising the early works package to the existing infrastructure to ensure services to the rest of the precinct remain operational during demolition and to minimise disruptions. These minor early works are planned to start early June 2016 and are to be all completed before the site is handed over to the demolition contractor.

Following the completion of the Preliminary Design for the new building, key users/stakeholders and the project team is undertaking value management processes to bring the project back in line with the budget. Once completed, the remaining design stages will be undertaken, and a programme established for presentation of a business case to the UC Council.

Arts Centre

All queries on the Resource and Building Consent applications have been responded to, and both consents are expected to be issued by the end of May. Revised pricing from the contractor has come back significantly higher than the November price – the team has undertaken a thorough value management exercise to establish what savings can be made on the project without causing further delays, or reducing the appropriate functionality of the building spaces. Approval to instruct limited first fix works packages was gained in early May, so that the recently conducted ‘Health Check’ project review and subsequent project and budget considerations by the UC Council would not impact progress on site.

Residential (Student) Accommodation

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

- Demand and supply of beds
- Postgraduate apartments
- Undergraduate halls of residence
- St Nicholas Hall and flats
- Head leases and standalone houses
- Existing UC temporary sites
- New temporary beds

1. Demand and supply of beds

The team continue to monitor demand for accommodation, and are working with both the accommodation office and external consultants to confirm parameters for modelling required increases to supply.

2. Postgraduate apartments at Dovedale (Sonoda extension)

As the negotiations with Campus Living Villages (CLV) are continuing, and they could not confirm the ability to surrender the section of the site currently within the existing lease line, UC has taken the decision to move one of the proposed buildings across to the Education gymnasium site and is progressing the design independent of CLV control.

3. Undergraduate Hall of Residence

The PCG meeting in June will reconsider the timing of progressing design of the Homestead Lane development in light of the updated demand forecast.

4. St Nicholas Hall (Kirkwood Avenue Halls)

The May PCG reviewed the required scope of works to enable the facility to be used as self-catering undergraduate accommodation in line with the brief from the UC Accommodation Office. This has confirmed that the likely investment in the facility is higher than the earlier estimate, and papers for approval of funding and procurement by UC Council are being prepared.

5. Head leases and standalone houses

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

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.

9.2 Appendix 2 –Events

| Event | Engineering & Science Careers Fair | Christchurch Careers Expo | Hosting at Crusaders home games during May | Hosting at Tactix home games during May | In-schools activations with the Tactix during May | In-schools activations with the Crusaders during May | UC Connect: Cameron Bagrie, ANZ Chief Economist | UC Connect: Dr Jen Blank, NASA Mars scientist | UC Connect: Prof Brendon Bradley |
|---|--|---|---|--|---|---|---|---|------------------------------------|
| Description | Annual event hosted for Engineering and Science students and employers to connect and market themselves to each other. | This expo targets school leavers with the aim to link them to industry and further study options. | Corporate: <ul style="list-style-type: none"> R&I hosted Entre Advisory Committee members Simon Kingham hosted external GRI stakeholders Schools hosted: <ul style="list-style-type: none"> Burnside High Hornby High | <ul style="list-style-type: none"> Liaison hosted Year 13 Pacifica/Maori students, Year 10s, Year 9s and the 'A' netball team from Avonside Girls' Deans/Careers Advisors, and students from Villa Maria | <ul style="list-style-type: none"> Aranui High Avonside Girls Cashmere High Linwood College | <ul style="list-style-type: none"> Training session at Rugby Park with nine UC Cup teams Shirley Boys St Thomas' | The UC Connect public lecture series (replacing What if Wednesdays) offers the community the opportunity to attend topical, interesting, educational lectures on a range of topics given by experts in their fields | | |
| Purpose | Retain | Recruit | Engage | Engage/Recruit | Engage/Recruit | Engage/Recruit | Engage | Engage | |
| Audience | Engineering and Science students, employers | Secondary school students and their whānau | UC external stakeholders/business community | Pacific/Maori students, Y9, Y10, Y13 students, CA's and Deans | School Netball teams & wider student body over lunchtime | School First XV's | Local stakeholders | | |
| RSVP / registration # / total attended | 60 external organisations, approx. 610 students | 4,200 tote bags distributed 4,330 UG prospectus distributed | 14 corporate VIP'S & 46 secondary school students | 50 People (6 Careers Advisors/Deans & 44 students) | 30 secondary school students | UC Cup training - 100 players. St Thomas' - 21 players. Shirley Boys - 51. | Registered: 161 Attendance: 143 | Registered: 308 Attendance: 265 | Registered: 400 Attendance: 301 |
| FB likes | 16 | 18 | | 5 | 8 | 24 | 3 | 1 | 15 |
| FB comments | 1 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| FB shares | 1 | 1 | | 0 | 0 | 0 | 0 | 0 | 0 |
| FB total | 18 | 19 | | 5 | 8 | 24 | 3 | 1 | 15 |
| FB reach | 2,719 | 1,117 | | 658 | 1,016 | 6,790 | 674 | 1,003 | 5,412 |

Upcoming Events calendar – June, July

| Date | Time | Venue | Event name | Primary purpose |
|-------------------------------|------------------------------|---------------------------------------|---|-------------------------|
| Sunday 26 June | Sun 11.30am | Adelaide | Adelaide Thunderbirds v Tactix | Engage |
| Tuesday 28 June | 5.30pm - 7pm | John Britten Building | Donor Thank You | Engage |
| Wednesday 29 June | 7pm - 8pm | C3 | UC Connect: Freshwater fix: Can we save Canterbury's problem waterways? Prof Angus McIntosh | Engage |
| Friday 1 July | TBC | Cashmere High | Nga Manu Korero (regional) Activation | Engage |
| Friday 1 July | 7.35pm | ANZ Stadium, Suva, Fiji | Chiefs v Crusaders | Engage |
| Saturday 2 July | 4pm | Auckland | Northern Mystics v Tactix | Engage |
| 4 - 5 July | - | UC | 2016 TELSIG Conference | Conference |
| Monday 4 July | 5.30pm - 6.30pm | Undercroft 101 | UC Connect: Early Life and the Roots of Economic Inequality. Presented by Prof Janet Currie. Princeton University | Engage |
| Wednesday 6 & Thursday 7 July | 10am - 3pm | A1 / A2 / Undercroft Common Area | International Welcome | Recruitment & Retention |
| 8 - 10 July | All day | Undercroft / C-Block, Ilam Campus | The Inclusive Education Summit | Conference |
| Saturday 9 July | Afternoon. Specific time TBC | Undercroft Common Area / C-Block Lawn | Mid-year Orientation | Recruitment & Retention |
| Saturday 9 July | 7.35pm | AMI Stadium, Christchurch | Crusaders v Rebels | Engage |
| Tuesday 12 July | 10am - 1.30pm | Drama Workshop 1, Dovedale campus | Education Careers Fair | Recruitment & Retention |
| Tue 12 - Thu 14 July | 10am - 4pm | Ilam Homestead | XL July | Engage |
| Wednesday 13 July | 7pm - 8pm | A1 | UC Connect: Feminism and Rape Awareness in New Zealand. Presented by Prof Greg Newbold | Engage |
| Thursday 14 July | 9am - 5pm | UC Campus | UC Open Day | Recruitment & Retention |
| Saturday 16 July | 5.15pm | AMI Stadium, Christchurch | Crusaders v Hurricanes (Winterlude) | Engage |
| Friday 22 July | TBC | TBC | Super Rugby Qualifiers | Engage |
| Saturday 23 July | TBC | TBC | Super Rugby Qualifiers | Engage |
| Sunday 24 July | All day | Sydenham | SVA In-schools Volunteer | Engage |

| | | | | |
|-------------------|-----------------------|-----------------------|--|-------------------------|
| Monday 25 July | 7pm - 8pm | C1 | programme, Year 10. Day 3 (Connecting the Community) | Engage |
| Tuesday 26 July | 5.30pm - 7pm | John Britten Building | UC Connect: The State of the Union: The U.S. Presidential Election and New Zealand. Presented by Associate Prof Amy Fletcher | Engage |
| Wednesday 27 July | 5pm - 8pm | Jack Mann Auditorium | Donor Thank You | Engage |
| Friday 29 July | 11.30am - 12.30pm TBC | Undercroft 101 | Jandals 3 | Recruitment & Retention |
| Friday 29 July | TBC | TBC | UC Connect: TBA. Presented by Joe Letteri | Engage |
| Saturday 30 July | TBC | TBC | Super Rugby Semi finals | Engage |
| | | | Super Rugby Semi finals | Engage |

9.3 Appendix 3: UC Community Acknowledgements (January – early June 2016)

- January - The Royal Swedish Academy of Sciences announces decision to award The Crafoord Prize in Astronomy 2016 to Professor Roy Kerr, and Roger Blandford, Stanford University, CA, USA, “for fundamental work concerning rotating black holes and their astrophysical consequences”. Professor Kerr received the award in Sweden in May.
- January - 14 students travelled to Thailand for five week internships – 13 of whom were awarded Prime Minister’s Scholarships for Asia.
- January – Psychology graduate Dr Heather Gordon’s PhD graduate’s study on the treatment of ADHD was published in the international peer-reviewed Journal of Child and Adolescent Psychopharmacology and presented at prestigious international conferences, including the American Psychiatric Association, American Academy of Child and Adolescent Psychiatry and International Society for Nutritional Psychiatry Research.
- February - Master’s graduate Emily Lambie will conduct research for 10 months at California State University – a unique coding scheme examines what people really do in an earthquake.
- February - PhD candidate and Fulbright scholar Alexandra McNeil travelled to University of Wisconsin-Madison where she will be based for the year. She will conduct research alongside world-leading nanotechnology experts.
- February - Nikki Kutyn, who graduated with a Bachelor of Fine Arts from SoFA last year, was one of four international artists chosen for the three-month residency, at a privately owned gallery, Gallerie 102, situated in the centre of West and East Berlin.
- March - A team of four Engineering students - Abel Leenders, Thomas Coughlan, Mo Chalabi, and Josh Heenan - won a national engineering prize, the Ray Meyer Medal for Excellence in Student Design.
- March - The 2016 UC Education Sports Coach of the Year has been awarded to Canterbury Rugby Coach Scott Robertson at the Sport Canterbury Hadlee Sports Awards.
- March - Associate Professor Bronwyn Hayward was one of 50 world experts, business leaders, and community advocates invited to contribute to a new United Nations report, released into how to address some of the most troubling world problems. Her paper was entitled *Changing behaviour to achieve progress*.
- March - The academic paper *Cyclopropenium Cations Break the Rules of Attraction to Form Closely Bound Dimers*, written by Andrew J. Wallace, Chaminda D. Jayasinghe, Matthew I. J. Polson, Owen J. Curnow, and Deborah L. Crittenden of UC’s Department of Chemistry, College of Science, was recently published in the prestigious Journal of the American Chemical Society (JACS). The researchers discovered a very unusual chemical system that breaks the chemical 'rules of attraction', in which two positively charged molecules form a closely bound sandwich complex.
- April – Professor Brendon Bradley was awarded the 2015 Shah Family Prize at the international Earthquake Engineering Research Institute (EERI) Annual Meeting in San Francisco.

- April - Postgraduate student John Morris won the inaugural \$50,000 Canterbury Proof of Concept Grant, with the money set to help the winner commercialise his ground-breaking initiative around electrical filters.
- April - Civil and Natural Resources Engineering Professor Misko Cubrinovski's research paper, 'Assessment of Liquefaction-Induced Land Damage for Residential Christchurch' was named the Earthquake Engineering Research Institute (EERI) Outstanding Paper Award in San Francisco.
- May - Matt Hutchinson and Jeremy Watson won prestigious William Georgetti scholarships to further their postgraduate studies. Matt Hutchinson will study towards his PhD in Ecology and Evolutionary Biology at Princeton University in the United States. Jeremy Watson's scholarship supports his PhD in Engineering at Cambridge.
- May - Founder of global company Sysdoc, University of Canterbury alumna Katherine Corich has been inducted to the Hi-Tech Hall of Fame at the annual Hi-Tech Awards Gala Dinner in Auckland. She was awarded the Tait Communications Flying Kiwi Award.
- May - Meena Amso, a practising pharmacist and self-confessed "public health fanatic" was been awarded the 2016 New Zealand Science Journalism Fellowship. Amso will undertake internships with media outlets during the year and receive mentoring and support from the Science Media Centre staff and advisors. The New Zealand Science Journalism Fellowship is offered by the Science Media Centre with funding from the Association of Scientific and Technical Communicators (NZ) and is aimed at assisting candidates with a science background pursue a career in journalism.
- May - UC academics Dr Daniel Holland and Dr Renwick Dobson are among the 12 innovative researchers and cutting edge research commercialisation projects selected as finalists for the fourth annual KiwiNet Research Commercialisation Awards, designed to celebrate commercialisation success coming from New Zealand's universities and Crown Research Institutes research.
- May – Three of the 12 new interns announced by Christchurch City Holdings are recent or current UC students. They are recent UC MBA graduates Sina Cotter-Tait and Ben Hayward, who also both earned Bachelor of Engineering (Honours) degrees at UC, current UC MBA student Melanie Lynn, and UC Senior Lecturer in Economics Dr Laura Meriluoto of the Economics and Finance department.
- June - The 2016 New Zealand France Friendship Fund Excellence Scholarship has been awarded to Benjamin Wilson. The 21-year-old student has been awarded \$25,000 to complete his PhD in supramolecular chemistry at the University of Bordeaux and the University of Canterbury.
- June – UC Teaching Awards:
 - Philippa Gourdie, Mathematics and Statistics
 - Ben Kennedy, Geological Sciences
 - Susanna Wilson, Teacher Education
 - Sarah Wright, Management, Marketing and Entrepreneurship
 - Teaching Innovation award: Erik Brogt (Academic Services), Tara Ross (Journalism), Thomas Wilson (Geological Sciences)

9.3.1 Appendix 4: VC Activities

| |
|--|
| Past |
| <ul style="list-style-type: none"> • Met with the Principal of Christ’s College regarding engagement and recruitment • Attended an MFAT Luncheon with international ambassadors • Attended the International Board of Advisors teleconference • Hosted a community dinner alongside John Wood and Darryn Russell |
| <ul style="list-style-type: none"> • Spoke at the retirement function for Professor Weaver |
| <ul style="list-style-type: none"> • Met with the Principal of Riccarton High School regarding engagement and recruitment • Met with the Principal of St Thomas’s regarding engagement and recruitment • Attended and spoke at the closing of the 21 Day Challenge |
| <ul style="list-style-type: none"> • Spoke at the UC Information evening |
| <ul style="list-style-type: none"> • Met with the Principal of Christchurch Boy’s High School regarding engagement and recruitment • Met with the Principal of Christchurch Girl’s High School regarding engagement and recruitment • Hosted a dinner for the Assistants in the Halls of Residence |
| <ul style="list-style-type: none"> • Met with the Principal of Cashmere High School regarding engagement and recruitment • Met with the Principal of Marian College regarding engagement and recruitment • Spoke at the Hubei exhibition on behalf of the University of Canterbury • Attended the Entre 85k Qualifiers evening |
| <ul style="list-style-type: none"> • Attended the UC Teaching Awards Ceremony • Welcomed attendees to the DASSH 2016 • Hosted a community dinner alongside John Wood and Alex Hanlon |
| <ul style="list-style-type: none"> • Attended the Canterbury Development Corporation Economic Update • Met with the Advisory Board to the Assistant Vice-Chancellor Māori and Ngāi Tahu Research Centre |
| <ul style="list-style-type: none"> • Welcomed people to the NCEA Japanese Workshop • Attended the Education Caucus informal working lunch hosted by National MP Paul Foster-Bell in Wellington |
| <ul style="list-style-type: none"> • Attended the NZVCC meeting in Wellington |
| <ul style="list-style-type: none"> • Attended a Community Meeting |
| <ul style="list-style-type: none"> • Attended a Donor thank you event in Wellington |
| <ul style="list-style-type: none"> • Attended the Quake CoRE Board Meeting in Auckland |
| <ul style="list-style-type: none"> • Hosted SMT for a mid-winter Christmas dinner |
| <ul style="list-style-type: none"> • Welcomed students to the UC Update Day • Attended the Youth Voice Canterbury Awards |
| <ul style="list-style-type: none"> • Hosted a Community Dinner alongside John Wood and Lynn McClelland • Attended a Dinner hosted by David and Leigh Teece |
| <ul style="list-style-type: none"> • Attended the Teece Townsend Telescope Restoration • Attended the UC Foundation Donor Thank you event for Individual Donors |
| Upcoming Events |
| <ul style="list-style-type: none"> • Attending the 59th Anniversary of the Logie Collection |
| <ul style="list-style-type: none"> • Hosting Peter Gluckman the Prime Minister’s Chief Science Advisor on Campus • Attending the Arts Centre Opening Gala |
| <ul style="list-style-type: none"> • Meeting with Tom Hooper from the CDC at their offices alongside Wendy Lawson |
| <ul style="list-style-type: none"> • Hosting a Community Dinner alongside John Wood and Sonia Mazey |
| <ul style="list-style-type: none"> • Attending the UC Open Day |
| <ul style="list-style-type: none"> • Speaking at an induction for new staff |
| <ul style="list-style-type: none"> • Attending the UC Foundation Donor thank you event for corporate donors |

Report to the Council from a meeting of the Finance, Planning and Resources Committee held on Monday 20 June 2016

The Committee recommends:

1. Health and Safety Charter

That: Council approve the Health and Safety Charter.

2. Honours and Appointments Committee

That: the Chancellor seek expressions of interest from Council members for the unfilled position on the Honours and Appointments Committee.

3. 2017 Meeting Dates

That: subject to checking with Lincoln University, Council approve the 2017 meeting dates.

Ms Catherine Drayton
Chair
Finance, Planning and Resources Committee

22 June 2016

Memorandum

Human Resources

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| | |
|----------|---|
| To: | UC Council |
| From: | Paul O'Flaherty and Maura Minnock |
| Date: | June 2016 |
| Subject: | For endorsement – Council Health and Safety Charter |

This memo is to request that the University Council endorse the attached Council Health and Safety Charter.

A draft of this document was tabled at the Council Meeting in May.

The Charter is intended to be a governance-level document, reflecting Council responsibilities. It complements the existing operationally-focussed Health and Safety documents that set out why and how those responsibilities are discharged. This starts with the Health and Safety policy.

DRAFT UC COUNCIL HEALTH AND SAFETY CHARTER

As the governing body of the University, the University Council (Council) is ultimately responsible for the health and safety of all members of the University community (including students, staff, visitors and other individuals) whilst on campus and other places where they might be affected by the University's operations.

The Council is required to:

- Satisfy itself that the University has an appropriate Health and Safety Policy, with effective processes and guidelines for implementation.
- Ensure that there is an effective mechanism for staff consultation on health and safety matters.
- Ensure that a University-level health and safety committee exists and meets regularly.
- Ensure that there are means for staff to appoint Health and Safety Representatives, and enable these Representatives to discharge their duties.
- Receive regular reports from representatives of the Senior Management Team (SMT) and the Health and Safety Committee.
- Be notified of any incidents carrying a major risk to health and safety, any enforcement action taken against the University and any response taken in relation to these.

In discharging these responsibilities, the Council is guided by the VC, Director of Human Resources, and the Health and Safety Manager.

The Council shall review this Charter annually.

Memorandum



Vice-Chancellor's Office

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Email: jeff.field@canterbury.ac.nz

| | |
|----------|---|
| To: | University Council |
| From: | Jeff Field, University Registrar |
| Date: | 22 June 2016 |
| Subject: | Honours and Appointments Committee |

On 25 November 2015 Council adopted the attached Terms of Reference for the Honours and Appointments Committee, which comprises three ex officio members and one member elected by the Council.

The procedure for filling the vacancy on the committee is to seek expressions of interest from Council members and for a recommendation to Council to be made in consultation with the Chair of the Committee.

Accordingly expressions of interest are sought from Council members interested in being considered for the elected position on the Honours and Appointments Committee.

Jeff Field
University Registrar

Honours and Appointments Committee

The Honours and Appointments Committee has the following membership:

Ex officio members

Chancellor, Dr John Wood
Pro-Chancellor, Ms Sue McCormack
Vice-Chancellor, Dr Rod Carr

Elected member (three year term)

One Council member elected by the Council of the University

In attendance

The Pro-Vice-Chancellor of the College, orr Dean of the Faculty, associated with the award of any Honorary Doctorate.

Terms of Reference

The terms of reference of the Honours and Appointments Committee are to:

1. Consider nominations and make recommendations to Council on the award of honorary doctorates
2. Upon invitation, consider the award of, or support for, other awards the University wishes to make or support and to give advice to Council accordingly
3. Consider nominations and expressions of interest and make recommendations to Council on the appointment of members to Council
4. Consider nominations and expressions of interest and make recommendations to Council on appointments to Council Committees and to external bodies on which the University is represented

Scope of Activities - Awards

The Committee is charged with making recommendations to Council in the areas above and may be consulted on other honours and awards, including Emeritus Professor titles, Canterbury Distinguished Professor awards, and award of the Teaching, Research and Innovation Medals.

Honorary Doctorates

The award of honorary doctorates is governed by the policy and guidelines on Honorary Awards and Honours Conferred by the University Council and is on the recommendation of the Honours and Appointments Committee of Council.

In summary, Honorary Doctorates are considered for award annually by Council in recognition of noteworthy contributions to society by alumni or other members of the community with whom the University has a substantial association. Honorary Doctorates may be awarded in recognition of outstanding achievement in Commerce, Education, Engineering, Fine Arts, Laws, Letters, Music or Science. Council may at its discretion, confer more than one award or no awards in any calendar year. Nominees for an Honorary Doctorate will normally be graduates of the University or have had other substantial association with the University.

Nominees will be people who the University recognises within the wider national and international community and who have made outstanding contributions to their field of endeavour, to the well-being and betterment of society or to cultural development and understanding. Note: Awards are not generally made posthumously.

The names of possible recipients may be raised by members of Council, current staff or the UC Foundation, initially with the University Registrar, who will ensure the Executive Committee of Council discuss the nomination informally before inviting a formal nomination through the ad hoc Honorary Doctorate Committee. Nomination is by way of submitting a brief resume, letter of support and any other supporting evidence.

The nomination forwarded to the University Registrar must be kept in strictest confidence until the University Council has determined to accept or reject the nomination and the award has been announced publicly.

Council may revoke the award of an Honorary Doctorate in the case of criminal offence charges or fraud against the title holder, or if the title holder is engaged in activities which bring or have brought disrepute to the University.

Other honours and awards

While nominations for award of the titles Professor Emeritus/Emerita and Canterbury Distinguished Professor and of the Teaching, Research and Innovation Medals are normally made direct to Council, the Committee may on occasion be consulted about them. The full procedures can be found in the Learning and Teaching and Research Committee terms of reference, but are outlined below.

Professor Emeritus/Emerita

Award of the title Professor Emeritus/Emerita is governed by the policy and guidelines on Honorary Awards and Honours Conferred by the University Council. Nominations are made directly from the Vice-Chancellor to the University Council.

In summary, Council may by resolution, in recognition of academic service to the University, present the title of Professor Emeritus/Emerita of the University. Professor Emeritus/Emerita is an honorary title presented to a person and does not include the right to any form of emolument from the University.

The title of Professor Emeritus/Emerita shall be awarded by the University Council and will endure for the life of the recipient unless otherwise determined by Council.

Council may revoke the award of Professor Emeritus/Emerita in the case of criminal offence charges or fraud against the title holder, or if the title holder is engaged in activities which bring or have brought disrepute to the University.

Council normally grants the title Professor Emeritus/Emerita to professors who retire after at least ten years as a Professor. Council may also grant the title Professor Emeritus/Emerita to academic staff who have served the University of Canterbury for at least 20 years and have retired having reached the rank of Professor.

Canterbury Distinguished Professor

Award of the title Canterbury Distinguished Professor is governed by the policy and guidelines on Honorary Awards and Honours Conferred by the University Council. Nominations are made directly from the Vice-Chancellor to the University Council.

In summary, award of the title recognises evidence of outstanding international recognition and achievement and the exceptionally prestigious position of occasional academic visitors to the University, such as Nobel Laureates.

The title of Canterbury Distinguished Professor shall be presented by Council and will endure for the life of the award recipient unless otherwise determined by Council.

Teaching, Research and Innovation Medals

The Teaching, Research and Innovation Medals are awards of Council governed by criteria set by the Learning and Teaching Committee and the Research Committee. Nominations are made by the Deputy Vice-Chancellor (Academic) and Deputy Vice-Chancellor (Research) directly to Council.

Council reserves the right to make other awards at its discretion and to provide University support for awards made by other bodies as appropriate.

Scope of Activities - Appointments

Appointments to Council by Council

The Constitution of the University Council provides for three members appointed by the Council, two of whom must be graduates of the University. Appointments will be recommended to Council by the Honours and Appointments Committee having regard to the mix of skills on Council.

Expressions of interest may be made at any time and will be sought ahead of any vacancy. The Registrar will maintain a Register of Candidates for Council and that Register will form the basis of deliberations by the Committee.

Appointments to Council following an election

The Constitution of the University Council provides for three elected positions; academic staff member, general staff member and student member. In each case the member is appointed by Council following an election held according to the appropriate Council electoral statute. Recommendation of appointment is direct to Council by the Registrar.

Appointments by the Minister

The Honours and Appointments Committee will provide an analysis of the skill set of Council members to the Minister's Office and make recommendations for consideration.

Appointment of Ngai Tahu representative

One member is appointed by Council following consultation with Te Runanga o Ngai Tahu. An analysis of the skill set of Council members and the position description and person specification will be supplied to TRONT, which follows its own procedures to identify a representative.

Appointments to Council Committees and external bodies

Vacancies on Council Committees will be advised to Council ahead of time and expressions of interest sought. Recommendations to Council for Committee appointments will be made in consultation with the Chair of the relevant Committee.

Representation on external bodies will be by way of recommendation of the Committee to the University Council.

Memorandum

Vice-Chancellor's Office

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| | |
|----------|--|
| To: | University Council |
| From: | Jeff Field, University Registrar/Assistant Vice-Chancellor |
| Date: | 22 June 2016 |
| Subject: | 2017 Meeting Dates |
| Purpose: | For approval |

Attached is the draft Schedule of proposed meeting dates for 2017.

Council agreed at its meeting of 26 August 2015 to continue to follow established practice, confirming the pattern of Finance Planning and Resources Committee (FPRC) and Audit and Risk Committee (A&R) meetings on the third Monday of the month and Council meetings on the last Wednesday of the month. The time of Council meetings was confirmed at 3pm for workshops and 4pm for meetings. It was also agreed at that meeting to adjust the start times of FPRC and A&R meetings to the end of the business day, so that A&R would commence at 2pm and FPRC at 4pm.

The meetings in 2017 are therefore proposed as follows:

- Meetings of the FPRC on the third Monday of each month at 4.00pm
- Meetings of the A&R on the same days as FPRC meetings in February, March, May, August and October at 2.00pm
- An extra meeting of A&R in February to manage the Annual Reporting process
- Council meetings on the last Wednesday of the month at 4.00pm (with workshops at 3.00pm).

However, due to the timing of the Waitangi Day public holiday and Easter a number of variations to the usual pattern are recommended:

1. February meetings

Waitangi Day falls on the first Monday of the month when A&R would normally meet to review the first draft of the Annual Report. That material cannot be produced in time for a meeting the week prior, and if held a week later would impact on the ability to have the report approved by the 1 March deadline.

It is therefore proposed to hold the first A&R meeting on **Tuesday 7 February at 4.00pm** and the second A&R meeting two weeks later on **Monday 20 February at 11.00am**.

The FPRC meeting would precede A&R on **Monday 20 February at 9.00am**.

Council would normally be held on the last Wednesday in the month. In 2017 that would be 22 February, just two days after FPRC. This would not allow for the turnaround of papers from the 20 February FPRC meeting and for the final preparation of the Annual Report for Council sign off.

It is therefore proposed that the February Council meeting be held on **Wednesday 1 March**. This would allow for the Annual Report to be signed off at that meeting in time to meet the statutory deadline for this.

2. Easter

In 2017 the third Monday of the month is Easter Monday.

It is proposed therefore to move the FPRC meeting back one week to **Monday 10 April**.

The Financial Report would be available for this meeting in draft form and it would be proposed that FPRC recommend the final report be referred to Council.

3. December meetings

If deemed necessary, a date has been established for an extra meeting of **FPRC at noon on Monday 11 December**. There is the possibility for this meeting to then convene as a **Council meeting at 2.00pm that day** should this be required.

4. Meeting times

The Chair of the FPRC, Ms Drayton, has requested that consideration be given to amending the time of a number of FPRC meetings to enable her attendance.

It is proposed that the **FPRC meetings in February, March, October and November be held from 9am – 11am**. This has the consequence of altering the time of the **A&R meetings on February 20, and in March and October to 11am – 1pm**.

The proposed dates do not clash with any Lincoln University Council activities.

Recommendation:

That Council adopt the meeting schedule for 2017.

Jeff Field
University Registrar

Meeting Schedule – 2017

| Statutory Dates | | |
|---------------------------|--|------------------------------|
| 6 February – Waitangi Day | 14-17 April – Easter | 18 April – University closed |
| 25 April – ANZAC Day | 5 June – Queen’s Birthday | 23 October – Labour Day |
| 17 November – Show Day | 22 December to 4 January (inclusive) - University closed | |

| Graduation Ceremonies | | |
|----------------------------|---------|---------------------------------|
| Tuesday 11 April 2017 | 10.00am | Colleges TBC |
| Tuesday 11 April 2017 | 2.00pm | Colleges TBC |
| TBC | 10.00am | Celebration for Maori Graduates |
| Thursday 13 April 2017 | 10.00am | Colleges TBC |
| Thursday 13 April 2017 | 2.00pm | Colleges TBC |
| December | 1.30pm | Rotorua Graduation |
| Wednesday 13 December 2017 | 10.00am | Colleges TBC |
| Wednesday 13 December 2017 | 2.00pm | Colleges TBC |
| Friday 15 December 2017 | 10.00am | Colleges TBC |

Note: The UC Council/SMT Graduation dinners will be held on the evenings of Wednesday 12 April and Thursday 14 December

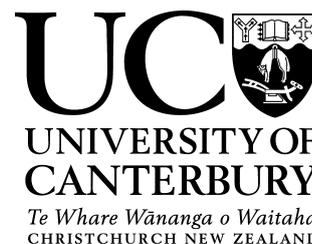
| Council Meetings | | |
|---|-------------|--|
| <ul style="list-style-type: none"> - Normally last Wednesday of the month, 4.00pm, Council Chambers, Level 6, Matariki; Workshops at 3pm (unless otherwise specified) - Papers required by: 5.00pm the Wednesday prior to meeting - Agendas: distributed the Thursday prior to meeting | | |
| 25 January | 1 March | 29 March |
| 26 April | 31 May | 28 June |
| 26 July | 30 August | 27 September |
| 25 October | 29 November | Monday 11 December (if needed) at 2.00pm |

| Finance, Planning and Resources Committee Meetings | | |
|--|--------------------------|---------------------------------|
| <ul style="list-style-type: none"> - Normally 3rd Monday of the month, 4pm (unless otherwise indicated), Council Chamber, Level 6, Matariki - Papers required by: 5.00pm the Tuesday prior to meeting - Agendas: distributed the Thursday prior to meeting | | |
| | 20 February (9am – 11am) | 20 March (9am – 11am) |
| 10 April | 15 May | 19 June |
| 17 July | 21 August | 18 September |
| 16 October (9am – 11am) | 20 November (9am – 11am) | 11 December (if needed) at noon |

| Audit and Risk Committee Meetings | | | | |
|---|-----------------------|--------|-----------|-------------------------|
| <ul style="list-style-type: none"> - Normally 3rd Monday of the month, 2.00pm (unless otherwise indicated), Council Chamber, Level 6, Matariki - Papers required by: 5.00pm the Tuesday prior to meeting - Agendas: distributed the Thursday prior to meeting | | | | |
| Tuesday 7 and Monday 20 February (11am – 1pm) | 20 March (11am – 1pm) | 15 May | 21 August | 16 October (11am – 1pm) |

Revised: June 2016

TE POARI AKORANGA ACADEMIC BOARD



REPORT TO THE COUNCIL FROM A MEETING OF THE ACADEMIC BOARD

HELD ON WEDNESDAY 15 JUNE 2016

The Board recommends:

1. CUAP Proposals

That: Council approve the discontinuation of the following qualifications:
(a) endorsement in engineering mathematics in the Master of Engineering Studies and the Postgraduate Certificate in Engineering;
(b) the endorsement in resilience and sustainability in the Bachelor of Science and the Graduate Certificate in Public Safety;
and forwards these reports to CUAP for noting.

2. Academic Audit Cycle 5 Report

That: Council approves the final Academic Audit Cycle 5 report and forwards it to the AQA Board.

Dr Hamish Cochrane
Chair
Te Poari Akoranga – Academic Board

21 June 2016

UNIVERSITY OF CANTERBURY
REPORT OF THE ACADEMIC BOARD MEETING HELD ON
WEDNESDAY 15 JUNE 2016
TE POARI AKORANGA

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

1. THE VICE-CHANCELLOR'S REPORT

The Vice-Chancellor presented his report and highlighted building works underway; notably the CETF, RSIC and NEB projects. He also touched on the updated 10-year financial model work for the Minister, and academic staffing in high priority areas.

Questions and comments from the floor included:

- An update on the ICT Graduate School. The Vice-Chancellor responded that Canterbury had suggested to TEC splitting the contract in two with a northern and southern contract. TEC has responded with a preference for a single contract with joint leads between Canterbury and Otago.
- A question on the Vice-Chancellor's observation that the recent Government Budget did not introduce any significant change in policy or significant change in the quantum of funding to institutions for teaching. This situation has the potential to drive down quality in the long run, particularly in the lower funding categories of the Arts and Education, if care is not taken.
- A question on cyber-security; the Vice-Chancellor responded that this was an increasing area of concern and required weighing the costs and benefits both of taking a more stringent approach, this include access issues for staff and students.
- A question on the Rutherford building's future; the Vice-chancellor responded on range of options including conversion to accommodation and demolition.

2. REPORT FROM THE ACADEMIC ADMINISTRATION COMMITTEE

Two CUAP proposals were presented by the relevant Faculty Deans and endorsed by the Board for forwarding to Council for approval and then distribution to CUAP.

From the Faculty of Engineering and Forestry

To discontinue the Endorsement in *Engineering Mathematics* in the Master of Engineering Studies and the Postgraduate Certificate in Engineering.

From the Faculty of Science

To discontinue a) the Endorsement in Resilience and Sustainability in the Bachelor of Science and b) The Graduate Certificate in Public Safety.

3. ACADEMIC AUDIT CYCLE 5 FINAL REPORT

The Deputy Vice-Chancellor(Academic), Dr H. Cochrane, presented the final report on the Cycle 5 audit to the Board. This report, a one-year-on response on progress made towards the recommendations of the audit panel, will be presented to Council for approval and then to AQA Board for noting.

4. LIBRARY STRATEGIC PLAN

The Librarian, Ms A. Scott, spoke to the strategic plan that she and her Library team have developed. The plan has been presented to SMT, the Faculties, other Committees of the Board and now to the Board for its comments. The principal pillars of the strategy centre on:

- People and access to resources
- A welcoming environment and availability.

The Chair of the Library committee, Associate Professor M. Grimshaw, spoke in support of the plan and that the Library Committee had endorsed it.

Comments and questions from the floor included:

- There was welcoming comment on the concepts of space and availability, but a suggestion this may be a little diffuse in the document and therefore the cost of fitout could be lost.
- Further discussion of student space noted the loss of the UCSA building and the Library picking up this demand. The Library sees itself as a glue between teaching (in-class) and learning (outside-class) activities.
- UCSA endorsed the plan and noted that when the new UCSA building comes available it didn't envisage a large change in student usage of study space in the Puaka-James Hight library; they endorse the need for the library to be at the centre of the campus.
- There was discussion on the University's ability to archive material and general use of the collection.
- There was discussion on the 5-year timeframe of the strategy, with a note from the Librarian that looking beyond that period had too-high a risk concerning the unknowns. That this timeframe was best when considering changes to e-learning, the University generic graduate attributes, the further enhancement of library culture towards a student-centric viewpoint and cohesion of this with other service units, and finally the library's engagement with diverse cultural groups.

5. INFORMATION RESOURCES POLICY

The Librarian, Ms A. Scott, spoke to the policy indicating the changes reflected two additions around the inclusion of the Macmillan Brown Library and its collection and the inclusion of open-access publication.

Comments and questions from the floor included:

- An observation of the value of the collection and its public presence. How was digitisation of the collection proceeding? The answer centred on the cost and availability of funds to do so, that trust and donations could accelerate this, and the need for the library to develop and build capacity to do so.
- There was discussion on the current moratorium on collecting rare and donated material, and that the policy is silent on this.
- There was a question on the pay per paper open-access approach of publication and the dominant purchase of journal approach. The Librarian expressed a view that open-access is quite likely to become the dominant approach but there will be a transition during which we will find ourselves paying for both.
- The policy says little on the withdrawal of material from the collection.

6. THE LIBRARY REPORT

The Chair of the Library Committee, Associate Professor M. Grimshaw, asked for the

standing monthly report of the committee to be discussed. He spoke of his concerns about the current practice of withdrawing material (notably monographs) from the collection, especially the pace at which this is done. He asked that members consider his paper within the report and the questions contained therein, and that they send feedback directly to him.

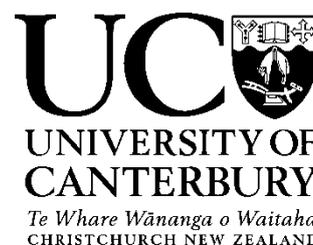
Dr Andrew Bainbridge-Smith
Secretary
Te Poari Akoranga – Academic Board

21 June 2016

TEMPLATE 2

MAJOR QUALIFICATION CHANGES COVER PAGE

2016



SECTION A

1. Purpose of the proposal

To discontinue the Endorsement in *Engineering Mathematics* for the Master of Engineering Studies and the Postgraduate Certificate in Engineering.

2. Justification

In 2012 a proposal to add an endorsement in Engineering Mathematics was proposed to be added to the existing Postgraduate Certificate in Engineering and the Master of Engineering Studies programmes. At the time, there was a perceived need, based upon the view that Engineering Mathematics is a discipline that underpins modern engineering practice.

It was hoped that having the Engineering Mathematics endorsement would offer students an alternative to the other core disciplines on offer or to engage in an endorsement with higher-level mathematics. However, in reality there has been little or no interest in Engineering Mathematics as an Endorsement.

There have been no students who have selected this Endorsement since the implementation of the programme. In 2015 the Director of the Engineering Mathematics programme retired, thus the main champion for the programme is no longer employed, and some of the courses on offer were not offered in 2016. Due to these factors, it has been decided that we should discontinue the endorsement while leaving engineering mathematics courses on Schedule B for students to select as part of their postgraduate programme.

CALENDAR FORM

Qualification Regulations

2016 Calendar

Page 348 Regulation 1. (a) remove 'Mathematics and Statistics'

Page 350 remove:

Engineering Mathematics

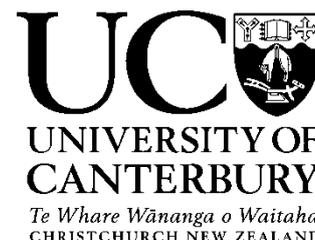
Courses with a total course weighting of not less than 75 points.....

Page 353 Regulation 1. (b) remove iv Engineering Mathematics

Page 354 remove

Engineering Mathematics

Courses with a total course weighting of not less than.....

TEMPLATE 5 – REPORT TO CUAP**PROPOSAL DESCRIPTION****1. CUAP Unique Identifier (Academic Services to provide)**

UC/16 BSc, UC/16 GradCertPS

2. Name of Qualification(s)

Endorsement in Resilience and Sustainability in the Bachelor of Science and Graduate Certificate in Public Safety (GradCertPS)

3. Rationale

The endorsement in Resilience and Sustainability has never been offered as the year it was proposed and approved, the main person and driver of the qualification left the University, and there were major resourcing issues due to this.

The Graduate Certificate in Public Safety was opened for enrolments in 2014, with several students applying, however, the main contact person and lecturer resigned and left UC. No courses were subsequently taught. UCR3 was the hosting department but was disbanded, again leaving resourcing issue. Neither of these programmes have run with any students since they were approved.

The College of Science does not expect that there will be staff available to teach the endorsement or Graduate Certificate therefore we wish to remove them from our schedule.

4. Proposed new regulations

UC Calendar 2016 page 11 under Faculty of Science remove Resilience and Sustainability from :

REMOVE Endorsement “Resilience and Sustainability” from the BSc regulations, page 409 of the 2016 Calendar.

Page 798 Remove the heading “Resilience and Sustainability” in the Course Catalogue. (SUST 201 has been discontinued in the MCCS)

Page 12 under Awards of the Faculty of Science remove GradCertPS

REMOVE “Graduate Certificate in Public Safety (GradCertPS)” from the regulations, page 415 of the 2016 Calendar.

Page 798 in the Course Catalogue discontinue PUBS306 and 307 as of 31/12/2016 and remove the entry for Public Safety.

Academic Audit Cycle 5 Response- University of Canterbury

Progress Report to the Board of the Academic Quality Agency for New Zealand Universities on Recommendation of the Review Panel

Introduction

- 1 In November 2014, the Academic Quality Agency for New Zealand (AQA) carried out an academic audit of the University of Canterbury over the course of three and a half days. As part of the agreed process, the University conducted a self-review in response to the expectations stated by the AQA across 40 areas and prepared and presented a portfolio in both print and electronic form and on its Learn (Moodle) site at the beginning of August 2014. During the site visits, the panel interviewed over 100 people – including members of Council, staff, students and graduates.
- 2 The audit report was published in February 2015. It contained 14 recommendations, 6 commendations and 5 affirmations. As per the Cycle 5 agreed procedures, a further visit of the panel Chair and new Director of AQA was held in March 2016 to review progress on the recommendations and affirmations in the year since the publication of the report. A draft report on progress was submitted in advance to AQA and ten UC staff were invited to speak about the progress made to date on the day of the meeting.
- 3 This progress report covers the University's response to the recommendations and affirmations in the audit report. It should be borne in mind that the University is continuing to address these issues, so this is very much a work in progress. Alongside responding to the audit recommendations, the University is also continuing to work closely with the Government on the UC Futures recovery plan following the earthquakes in 2010 and 2011.
- 4 In October 2013, the Government announced an investment of up to \$260 million to support the University with key projects in upgrading the Engineering facilities to a 21st century learning environment, creating a Regional Science and Innovation Centre, development of the international growth strategy, relocating the College of Education, Health and Human Development and embedding a new university graduate profile. The University Council and the UC Futures Governance Oversight Group receive regular updates on progress and take a keen interest in developments.
- 5 The following report is intended to give a general oversight of the recommendations and progress made, followed by a more specific account, in the form of a table, describing the specific actions taken over a period of time to meet each of the recommendations. At this stage, the recommendations have been thoroughly reviewed, and in some cases change has already occurred, but for other areas it will take place over coming months and years.

Recommendations – Key Areas Identified

- 6 Of the 14 recommendations made by the audit panel, six can be described as concerning the broad area of supporting and enhancing teaching quality. As a result of these recommendations, the University has made considerable progress in this area,

including introducing new course and teaching survey software, facilitating detailed discussions across UC on the nature of questions for student evaluation of teaching quality and the use made of survey data, appointing a new staff member in this area, entering into discussions with Australian colleagues about benchmarking and beginning work on peer review.

- 7 One of the other key recommendations was in relation to UC’s institution-wide Graduate Profile, which is part of the UC Future’s programme. Again, significant progress had been made in this area: a rethink of how to go about the process has taken place, with every academic area of the University undergoing a stocktake of where its provision currently fits with the new graduate attributes and what else needs to be put in place. The scale of this ambitious project has become more apparent and there has been a move away from a lone reliance on academic review processes as UC’s implementation plans reach maturity. There has also been a step-change in staff understanding of the aims of the project and more formal governance processes and centres to support each attribute have now been developed. University Council members are taking an active interest in the implementation exercise.
- 8 The remaining audit recommendations covered a variety of areas across the University and detailed responses on all of these matters are described in the tables below. UC would like to thank the auditors and past and present staff of AQA for their work in support of the audit and future directions for the University. The audit has proved a useful tool to help support UC’s mission as a world-class learning environment.

Progress Report on Cycle 5 Audit Recommendations

| CYCLE 5 AUDIT RECOMMENDATIONS | Updates: |
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| <i>Strategic and Operational Planning</i> | |
| <p>GS 1.2 R1 The Panel recommends that the University review the delegation and implementation of core academic processes and processes related to the assurance of teaching quality in order to identify where central monitoring, including reporting and analysis, is necessary to provide the University with institutional assurance of the quality of these processes and their outcomes.</p> | <p>The University is currently in the process of a major review of its academic processes and structures, with the recommendations from the audit report taking a central role. A lively debate is taking place on a proposal to unite Colleges and Faculties into single entities with the aim of achieving greater efficiency in academic processes, coordinating strategic and academic decision-making and providing a stronger academic voice. It is expected that the outcome of these discussions will be reached by mid-year.</p> <p>In parallel to these discussions, the University Council has set up a governance working group to review the Academic Board and its committees and the Registrar’s Office is currently undertaking a comprehensive review of the delegation schedules.</p> <p>A related initiative has also been instigated by the Head of the Academic Services Group to fundamentally review and standardise UC academic regulations with the expectation of committee consideration in mid-2016. This initiative is part of the process-improvement in preparation for the new student management system.</p> |

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| <i>Information resources</i> | |
| <p>GS 1.5 R2 The Panel recommends that the University urgently address its reliance on a single MySQL database and the lack of a specialist MySQL administrator to ensure adequate protection against the risk of failure of the system.</p> | <p>The University is confident that this risk is now mitigated and that UC would be able to recover the environment in the event of infrastructure system failure. During 2016 further improvements are expected to decrease the time taken for full service to be restored in the event of failure.</p> |
| <p>GS 1.5 R3 The Panel recommends that the University develops and implements its e-learning strategy, including benchmarking against relevant good practices in resourcing and back-up in comparable universities in New Zealand and elsewhere.</p> | <p>E-learning has been a top priority for UC since the academic audit. As part of the post-settlement review process required by the government, technology enabled learning has been earmarked as a \$6.9 million project over the next three years. A business case outlining proposed directions for infrastructure and supporting pedagogy is being prepared for University Council later in the year, following a series of consultative workshops held with staff and students in 2015.</p> <p>To date, work has commenced in updating e-learning infrastructures in lecture theatres and ensuring that the new spaces on campus are sufficiently flexible and resourced for the latest technologies. Staff development, support and upskilling are also current priorities. Comparisons with similar universities in New Zealand and Australia have been undertaken but further work is needed to ensure that UC is tracking well on a global basis.</p> |
| <i>Access and transition</i> | |
| <p>GS 2.2 R4 The Panel recommends that the University gives consideration to the development of strategies and, where appropriate, KPIs and the provision of appropriate resources to enhance its recruitment of Māori, Pasifika and other under-represented groups.</p> | <p>A draft Māori Recruitment strategy (provided to the panel Chair at the time of the year-on visit) with KPIs has been prepared following meetings with staff from Student Services, the Office of the Assistant Vice-Chancellor (Māori), Aotahi and the College of Science in 2015. This marks a step change from the time of the audit when all student recruitment was undertaken by a single unit, to recognise that the office of the AVC (Māori) and Māori Development Team (MDT) has a particularly important role to play. UC expects the new strategy to be implemented from mid-2016. The MDT has previously targeted retention rates of Māori students in a parallel exercise, which saw a 40% increase in retention, bringing figures to a similar level as to that for Pakeha students. Even before the formal adoption of the strategy in 2016, a headcount of 50 more Māori students have been recruited. In May this year, a full-time equivalent fixed-term member of staff has been appointed to support the delivery of the strategy located in the Māori Development Team office.</p> <p>New recruitment and outreach initiatives to attract Pacific students have also taken place. These include Go Canterbury, which has targeted high school students in Auckland and Wellington, both of which have high numbers of Pasifika students. Complementing this has been the recruitment of Go Canterbury Pacific staff. More locally Generate is a targeted campaign of outreach events promoting UC to Pasifika high schools in a fun and interactive way. 2015 saw an increase in the total domestic Pasifika EFTS by 2%.</p> |

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| | The University has identified Māori recruitment as its initial priority and has undertaken analysis of the market and prospective students which has informed the development of the draft strategy. |
| <i>Graduate Outcomes</i> | |
| <p>GS 3.3 R5 The Panel recommends that in order to achieve institution-wide integration of the new Graduate Profile in all programmes, and to enable future students to achieve the graduate attributes, the University considers the areas where the Panel has expressed concern and urgently gives attention to the planning, resourcing and high-level oversight for the project.</p> | <p>As noted above, since the time of the audit, UC's approach to the graduate profile has matured. A new Project Control Board has been established which has been considering planning and resourcing issues. This has a clearly identifiable chair and produces regular reports to the Vice-Chancellor, University Council and UC Futures Governance Oversight Group. Resource centres have been established for each of the new attributes. An IQA (independent quality assurance) process will be worked through in 2017 to review the programme.</p> <p>Whereas at the time of the audit a heavy reliance was being placed on change via scheduled academic reviews, the emphasis has now moved to extensive mapping of all existing courses against the graduate attributes across each College and identification of new opportunities to include the attributes. There are also reviews of learning outcomes and assessments across the board, plus plans in place for monitoring and review.</p> <p>The Bicultural Confidence and Competence Framework was presented to the panel chair during the one-year on visit. This represents a detailed pathway for how this attribute is being embedded in courses, the key delivery content requirements and reflection points and is likely to become the standard bearer for implementation of the other attributes. During 2015 the Framework was widely discussed before formal endorsement by the Academic Board and Council. The framework was developed in consultation with mana whenua. New and amended qualifications will begin to be sent through the CUAP consultation process in 2016.</p> <p>The scale of the project is acknowledged – it is breaking new ground - and the need to ensure an integrated whole of institution approach is recognised. At present UC is mindful that engagement by staff is at different paces in different parts of the University and Senior Management are using an ADKAR model around change management, to assist staff with the level of change required, especially in a post-earthquake environment. However initiatives such as tangata tū, tangata ora, raising awareness of cultural competence are proving popular and there is a general enthusiasm for the graduate profile changes. UC is confident that a formal effective framework is in place to ensure expectations are met.</p> |
| <i>Benchmarking Programmes</i> | |
| <p>GS 3.5 R6 The Panel recommends that the University articulates a statement of purpose or philosophy of benchmarking for curriculum and assessment; develops a strategy for implementation of benchmarking which includes</p> | <p>Initial consideration has been given to extending current benchmarking, however as this has also been raised in audit reports for other universities in this cycle, UC is exploring the possibilities of a combined New Zealand approach.</p> <p>In 2015, UC entered into discussions with Sara Booth from the University of Tasmania about a possible international process benchmarking relationship. This would involve UC working on specific</p> |

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| <p>guidelines as to how the University might make good use of both quantitative and qualitative benchmarked data to reinforce good practice; and explores additional benchmarking partners which might be useful comparators for the strategic initiatives on which the University is embarking.</p> | <p>projects with a number of partners across the globe.</p> <p>The DVC(Academic) is also speaking to colleagues at an AC21 meeting in April about institutional and academic benchmarking projects. He also has a meeting arranged with the DVC(Academic) in Western Sydney in mid-2016 on this subject. Links with the University of Adelaide continue.</p> <p>Benchmarking was raised at UC committees in 2015 and it is anticipated that a strategy for benchmarking will be adopted during 2016.</p> |
| <p><i>Assessment</i></p> | |
| <p>GS 3.6 R7 The Panel recommends that the University develops a policy on moderation expectations and establishes agreed guidelines to apply across the institution.</p> | <p>Initial discussions on developing a specific moderation policy took place at a meeting of the Academic Administration Committee in September 2015 and subsequently continued at Faculties. There is agreement that there are patches of very good practice at UC but these are not yet consistent, so work is actively taking place to address this. The Assessment Policy which includes the University's expectations around moderation will be revisited during 2016.</p> |
| <p><i>Feedback from students</i></p> | |
| <p>GS 5.5 R8 The Panel recommends that the University expedite the reviews of cross-institutional course and teaching surveys, paying attention to the weaknesses and strengths of the current systems and to prevailing good practice and institutional developments in student surveying both nationally and internationally.</p> | <p>This area has undergone a transformation since the time of the audit visit. Surveys are now being administered in-house (rather than by the Centre for Evaluation and Monitoring – CEM) with a new dedicated staff member, new software, redesigned questions and new processes to ensure better feedback on actions taken as a result of survey responses.</p> <p>UC has moved to software which allows access to surveys and results via Learn (UC's learning management system). It also allows automatic reminders to be sent to students when they log in to Learn accounts if surveys have not been completed. Surveys may be accessed via mobile devices. Other tertiary institutions in NZ and elsewhere have seen significant increases in survey response rates on introduction of the software. Pilot studies at UC with summer courses have already shown marked increases in uptake.</p> <p>Two working groups have worked intensively over many months to rewrite the questions to better reflect the intentions of the surveys. A refocussing has emerged from an emphasis on the lecturer's traits to the learning achieved by students. The new system will also move away from a single 'overall' score which had previously proved an unhelpful focus. Revised questions have been designed to elicit more granular responses which should help improve information to staff on student perceptions of their learning.</p> <p>The new software also allows for more flexibility with questions in surveys. There will be a small number of compulsory questions, plus a bank of optional questions which can be chosen for inclusion, and once the system has run successfully for a semester; staff will also be given the option of adding their own questions.</p> <p>The new draft policy introduces the expectation that staff will provide published feed back to students on their survey responses. It also offers advice on how this might best be used and presented. Changes to the</p> |

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| | <p>course surveys are already approved and underway, changes to the teaching surveys are being finalised with the expectation of implementation in Semester 2. A thorough review of how the new processes are working is scheduled once the systems have been in place for a full year.</p> |
| <i>Staff recruitment and induction</i> | |
| <p>GS 6.1 R9 The Panel recommends that the University reviews the range and usefulness of its formal activities to induct and support academic Heads, strengthening these where necessary and making them compulsory for staff new to the role.</p> | <p>As a result of this recommendation, Human Resources has reviewed the current induction and support processes for Heads and considered feedback from recently inducted Heads. This review found that the existing processes are comprehensive and well-received. Consistency of implementation is also of a good standard. The review found only one instance of an appointment to a Head role where the new Head chose to not engage with the formal induction process, despite strong encouragement from HR. Letters of appointments to the role of Head include the stipulation that induction is compulsory. Feedback from Heads who have attended induction sessions is available on request.</p> <p>In order to strengthen this area, HR will actively encourage PVCs to intervene in any instance where academic Heads do not engage in the induction process. The timelines for induction have been brought forward, so that as soon as a new Head is announced, the process will commence.</p> <p>PVCs and Senior Advisors are now briefed annually on the Developing UC's Leadership and Management Capabilities framework which includes:</p> <ul style="list-style-type: none"> ▪ Supporting Heads to undertake UC's Postgraduate Certificate in Strategic Leadership (through the College of Business and Law); ▪ The availability and support of the Universities New Zealand "NZ Women in Leadership Programme"; ▪ A range of in-house programmes designed to develop practical management capability (e.g. "Chairing Effective Meetings", "Addressing Poor Performance"); and ▪ Tools available to support personal development at the individual, group and organisational level such as the Human Synergistics foundation tool - the LifeStyles Inventory (LSI). <ul style="list-style-type: none"> • A peer-mentoring system involving fellow Heads will be considered by HR as a 2016/2017 initiative. |
| <i>Teaching quality</i> | |
| <p>GS 6.3 R10 The Panel recommends that the University reviews the adequacy of its current teaching surveys for evaluating and documenting teaching quality, explores development of a rubric which defines good teaching and considers how this might be translated into meaningful indicators or measures to enable it to monitor and, where needed, improve the quality of teaching across the University.</p> | <p>As stated above (response to recommendation 8), the surveys have been substantially amended, including the questions and the policy and procedures, following extensive consultation, international literature reviews and a repositioning about what information is most useful to elicit from students in evaluating teaching.</p> <p>A review of outcomes will be held in a year's time when further data is available.</p> |

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| <p>R11 The Panel recommends that the University considers whether and how peer review might be introduced, encouraged and supported across the University such that it is available for all teaching staff as part of their personal quality assurance regime.</p> | <p>During 2015, UC's Learning and Teaching Committee gave initial consideration to proposals for an academic development strategy. It is proposed that UC establishes a teaching portfolio which would include elements of self-reflection and a supported peer review system along an academic professional development model. Specific structures have been proposed, working with an existing group of Ako Aotearoa national tertiary teaching award winners. A working party on peer review is being established in 2016 to carry this work forward.</p> <p>Early discussions have also taken place about establishing a Teaching Academy, improving the mentoring scheme and the Postgraduate Certificate in Tertiary Teaching has recently been the subject of an academic review. Adopting a continuing professional development model is also under discussion.</p> |
| <p>R12 The Panel recommends that the University reviews the structures and mechanisms available at an institutional level for ensuring:</p> <ul style="list-style-type: none"> • that recruitment and induction policies are followed and outcomes evaluated; • that there is central oversight of the fairness and strategic appropriateness of workload management practices; • that professional development and review practices are consistent across the University and that outcomes are recorded in ways which facilitate ongoing quality assurance of teaching capability. | <p>(i) Recruitment and induction policies are followed and outcomes evaluated:</p> <p>Two working groups (Continuing Recruitment and UC Temporary Vacancies group) have reviewed recruitment policies and processes as part of projects which have included further standardisation of policies and processes. These are now completed with the launch of a new Recruit and Select drawer within the HR Toolkit and a new system to process fixed term academic support roles. This will make the R&S process easier for managers to follow. HR Advisory and Administration staff have more clarity about their roles in supporting Managers as a result. Further standardisation and streamlining will continue to be achieved via implementation of HR shared services advisory model.</p> <p>After a recruitment event Hiring Managers will be asked to formally feedback on their hiring experience via a survey which was launched in January 2016. This includes opportunities to suggest improvements to the process.</p> <p>(ii) That there is central oversight of the fairness and strategic appropriateness of workload management practices</p> <p>Workload models are agreed by each College, but shared centrally. In response to this recommendation, the Director of Human Resources has convened a working party involving the College PVCs to investigate opportunities for further standardization of workload models, or to record the rationale for any agreed differences.</p> <p>(iii) That professional development and review practices are consistent across the University and that outcomes are recorded in ways which facilitate on-going quality assurance of teaching capability.</p> <p>A proposed new online PD&R system is intended to address consistency and reveal where PD&R is not occurring. It will also enable the gathering of common professional development needs from across UC. At this time, funding this project was not identified as a 2016 priority in the post-settlement review process required by</p> |

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| | government, as student recruitment and retention have been prioritised however the University will address this point when resources become available. |
| <i>Teaching Development</i> | |
| <p>GS 6.4 R13 The Panel recommends that the University addresses institution-wide needs for ongoing professional teaching development, including reviewing the role and staffing capability of the Academic Development Group and ensuring that all academic staff have access to assistance with their curriculum development, teaching, assessment and, if necessary, pedagogical research and pedagogically-informed use of IT.</p> | <p>As mentioned in R11 above, a draft Academic Development strategy will be released in 2016 and initial discussions have already begun at the Learning and Teaching Committee.</p> <p>In order to support the new university graduate profile, resource centres have been established to support each of the attributes. There are also new discipline specific College groups to assist with the strategy and planning for the attributes.</p> <p>A new member of staff has been recruited to the Academic Services Group to assist with the provision of course and teaching surveys (as per response to recommendation 8 above).</p> <p>A new interactive workshop series on various popular teaching topics was offered in the two weeks prior to the start of the first semester in 2016.</p> <p>The e-learning strategy review will address the need for staff development and upskilling including in the areas of technically assisted learning and student engagement.</p> |
| <i>Resourcing of research students</i> | |
| <p>GS 7.2 R14 The Panel recommends that the University reviews its devolution of responsibility for resources for postgraduate research to Colleges and develops a more detailed set of institutional guidelines to ensure thesis research is not compromised by inadequate initial resourcing or insecure resourcing over the longer term.</p> | <p>The first comprehensive academic review of the PhD took place during 2015 which made a number of recommendations in the area of resourcing. The report is available on request. Achieving parity of resources across departments is not easy to address, as each department decides in addition to the agreed baseline support for postgraduates, where it will supply extra resource.</p> <p>Discussions are underway about the possible establishment of a Graduate School, including in terms of reviewing resourcing. Since the audit visit, the Deputy Vice-Chancellor (Research) has announced his retirement and so recruitment for a replacement is underway. In addition the previous Dean of Postgraduate Research has left UC and a new appointment has been made to this post. The Panel Chair met the new incumbent on the one year on visit.</p> |

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| CYCLE 5 AUDIT AFFIRMATIONS | Updates: |
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| <p>GS2.3 A1 The Panel affirms the introduction of a new student management system and encourages the University to consider the issues related to student advice when designing the new system.</p> | <p>The introduction of the new student management system has undergone a re-set facilitated by an external provider. The Hunter Group has widened the scope of the project beyond IT to include a complete review of business processes for all student administration. Student advice is one of the areas yet to be finalised but it continues to be UC's intention to include this information in the new system.</p> |
| <p>GS4.1 A2 The Panel affirms the University's activities to enhance student engagement and, in particular, supports the introduction of a co-curricular transcript.</p> | <p>The initiative was renamed the Co-curricular Record (CCR) and launched to first year students in Semester 2, 2015. The year closed with 243 registrations and 13 CCR Activities. The Activities are a focus of the Graduate Profile Project Control Board. Current developments include extending the CCR to UC students at any year level and expanding the list of CCR Activities. Information about the scheme is available at: http://www.canterbury.ac.nz/support/ccr/index.shtml</p> <p>The UCount survey is now being administered annually. Its findings relate to the wellbeing and involvement of students on campus. As more data is received, the survey has been refined and developed and services reviewed. Obtaining accurate data on engagement at UC is the first step in helping students become fully engaged.</p> <p>Other new student engagement activities include the Go Canterbury Award living learning community (activities for Auckland school leavers accommodated in Campus Living Villages) and the Community award scheme which encourages students to work together in community projects.</p> |
| <p>GS5.6 A3 The Panel affirms the University's Graduate Destination Survey and the use made of resultant analyses, and suggests the University extends the survey and analyses to include specific reference to attributes in the Graduate Profile from when the first cohort which should have acquired these attributes graduates.</p> | <p>Research has commenced into the development of evaluation measures for the graduate attributes. An initial list of 37 questions was developed and these were administered as part of the 2015 Graduate Destination Survey (GDS). Preliminary statistical analysis has reduced this set to 15 items that have mathematical rigour and robustness. The 2016 administration of the GDS will enable confirmatory analysis of the refined instrument (15 items) and provide baseline data against which change can be measured. As the GDS is being administered annually, from 2017 onwards UC will be in a position to monitor how the graduate profile outcomes are actually being delivered.</p> |
| <p>GS6.1 A4 The Panel affirms the induction processes for new academic staff and supports continued strengthening and evaluation to ensure fitness for purpose.</p> | <p>A review of the new staff website has been completed and content updated. The Academic Induction booklet is being updated for 2016. Discussions and interactions with new academic staff through the two-day career planning workshop in December 2015 and induction for the 2016 mentoring programme provides reinforcement and confidence that the process is working well.</p> |

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| <p>GS6.4 A5 The Panel affirms the UC Teaching week and the increased support for staff to undertake the Postgraduate Certificate in Tertiary Teaching and encourages the University to explore ways of ensuring wider participation by academic staff across all Colleges.</p> | <p>Planning for Teaching Week 2016 is underway. It is intended that each College will be responsible for a session, which should help to improve attendance by being organised closer to academic staff. Each year that Teaching Week has been held, attendance numbers have increased. Early discussions are also underway with Ako Aotearoa and various central services about additional sessions.</p> <p>Both the Learning and Teaching Committee and the Teaching Quality and Development committee have discussed ways of encouraging wider participation by staff in academic development.</p> <p>As mentioned above (recommendation 11) the Postgraduate Certificate in Tertiary Teaching has recently been the subject of an academic review and early indications are that the report will highlight staff participation as a key area for action.</p> |
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