COUNCIL

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

EMBARGOED UNTIL 4pm WEDNESDAY 26 SEPTEMBER 2018

Agenda

Date **Wednesday 26 September 2018**
Time 4.00pm
Venue Council Chamber, Matariki

Refer to Page No.

1. APOLOGIES:

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

3. MINUTES (29 August 2018) 1-7

4. MATTERS ARISING

PART ONE: REPORTS

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   5.3 Degrees Conferred in Absentia

6. FROM THE VICE-CHANCELLOR
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7. FROM THE ACADEMIC BOARD
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8. 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
4	Minutes of the meeting held on 29 August 2018 with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5	Matters arising from those minutes		
6 6.1	**From the Chancellor** Academic Board Advice on Kia Tōpū	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
6.2	Innovation Medal	To protect the privacy of natural persons.	7(a)
6.3	GOG Report to the Minister	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
7. 7.1	**From the Vice-Chancellor** Children's University	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. 8.1 8.1.1 8.1.2	**From the Finance, Planning and Resources Committee** UC Futures - UC Futures Summary International Growth Strategy: 2018 Refresh	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h) 7(h)
8.2	Kia Tōpū Business Case	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.3	150th Jubilee	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.4	Student First Update 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)
8.5	Movements in Year End Forecast to August 2018	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.	**Strategic Discussion**	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)
10.	**Protected Disclosures**	To protect the privacy of natural persons.	7(a)
11. 11.1	**General Business** 10 Year Financial Model	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
11.2	E-Learning Update	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
11.3	Electronic Board Papers	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)

I also move that the Deputy Registrar, UC Directors 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.

9. REPORT FROM THE PUBLIC EXCLUDED SESSION

10. GENERAL BUSINESS

11. NEXT MEETING –**Wednesday 31 October 2018.**

COUNCIL

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Minutes

Date	**Wednesday 29 August 2018**
Time	4.05 pm
Venue	Council Chamber, Level 6 Matariki
Present	Dr John Wood (Chancellor), Dr Rod Carr (Vice-Chancellor), Ms Sue McCormack (Pro-Chancellor), Mr Peter Ballantyne, Dr Rosemary Banks, Ms Catherine Drayton, Professor Roger Nokes, Mr Josh Proctor, Mr Malcolm Peterson Scott, Mr Steven Wakefield.
Apologies	Mr Warren Poh, Mr Shayne Te Aika
In Attendance	Mr Jeff Field, University Registrar Mr Bruce White, Acting Registrar Professor Ian Wright, Deputy Vice-Chancellor Ms Alex Hanlon, Executive Director, Learning Resources Mr Keith Longden, Chief Financial Officer Mrs Raewyn Crowther, University Council Co-ordinator
CONFLICTS OF INTEREST	No conflicts of interest were raised.

MINUTES The minutes of the meeting held on 25 July 2018 were approved and signed as a correct record.

MATTERS ARISING There were no matters arising.

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
9. 9.2	**From the Audit and Risk Committee** Six Month UC Financial Statements	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)

and that the relevant University management representatives 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.

Carried

FROM THE AUDIT AND RISK COMMITTEE

The Council moved back into Public meeting at 4.12pm and confirmed the resolutions passed with the public excluded.

Six Month UC Financial Statements, NZX Release and Letters of Representation

Moved

That: Council:

i) adopt the Six Monthly Financial Statements,

ii) approve the NZX release

iii) note the letter of representation.

Carried

FROM THE CHANCELLOR

Chancellor's Meetings

The schedule of meetings was provided for information.

Election of Student Representative on Council

Mr Proctor advised that the turnout for the student elections remained high at 41% of eligible voters, substantially higher than any other New Zealand university, and that Mr Sam Brosnahan had been elected student president.

Moved

That:

i) Council congratulate Mr Sam Brosnahan on his election victory.

ii) Mr Sam Brosnahan be appointed to the University Council as the student representative from 1 January 2019 to 31 December 2019.

Carried

Council Work Plan 2018

An updated copy of the Work Plan was tabled and Mr White noted the changes made since the plan was last tabled.

Council Meeting, 10 December 2018
The Chancellor advised Council that it was probable that this meeting would be required this year and asked members to ensure they had this date in their diaries.

Degrees Conferred in Absentia
The Chancellor advised Council that the schedule of degrees awarded in absentia had been approved and the names of the graduates were entered into the public record.

FROM THE VICE-CHANCELLOR

Monthly Report
Dr Carr presented the report which was taken as read. The following points were highlighted:

- Minister Hipkins had approved a maximum fee increase of 2%, which Council had previously authorised subject to ministerial approval.
- Academic Board had been requested to opine on the academic aspects of the Kia Tōpū Business Case and would report to Council in September.
- The 2019 hall applications were running 11.5% ahead of the prior year's applications received at this time, which was a positive indication (but not a predictor) of future enrolment.
- The High Court judgement in the University's case to vary the terms of the Erskine bequest had been reserved.
- The UC Club (formerly the Staff Club) licence to occupy had been extended for 4 years, with a rent increase of 6%.

In discussion it was noted that the University's profile in regional North Island centres may not be as high as would be desirable.

Moved

<u>That</u>: The Vice Chancellor's Report be received.

Carried

FROM THE FINANCE, PLANNING AND RESOURCES COMMITTEE

CAPEX Quarterly Report to 30 June 2018
Ms Drayton introduced the report noting that the next Finance Planning and Resources Committee meeting would receive details of planned environmental projects.

Moved

<u>That</u>: Council note the CAPEX Quarterly Report to 30 June 2018.

Carried

UCTF Quarterly Report to 30 June 2018
Ms Drayton reminded Council that the fund targeted a return of NZ CPI plus 4.5% in any given year. The long term performance of the fund was exceeding expectations.

Moved

<u>That:</u> Council note the UCTF Quarterly Report to 30 June 2018.

Carried

Mickle Fund
The report was taken as read and there were no questions.

Moved

<u>That:</u> Council note the Mickle Fund Report.

Carried

FROM THE AUDIT AND RISK COMMITTEE

Health and Safety Report

Mr Ballantyne introduced the report, noting that:

- There were no significant, unmitigated risks.
- An external review of Health and Safety did not highlight any significant areas of concern.
- Inconsistent data was recorded across the sector so benchmarking was a challenge. Discussions were progressing to achieve consistent recording across the sector.

In discussion, the following points arose:

- Universities NZ may need to take a leadership role in facilitating Health and Safety benchmarking.
- Senior Management Team (SMT) safety walk-arounds had lapsed. SMT would be invited to attend the Council safety walk-arounds.

Moved

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

Carried

Work Placements, Health and Safety

The paper highlighted the dual responsibility of the University and the sponsor of internships and placements for the health and safety of students. An update on the University's management of sexual harassment practices was also received.

In discussion it was noted that:

- There had been very few internship related, health and safety incidents reported over the past ten years.
- The quality of briefings provided to students had improved.
- Communication of expectations of students and their sponsors had also improved over recent years.
- The processes in place would not have protected students from the situations that had arisen in legal firms.

Moved

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

Carried

Appeals, Discipline and Grievance Report 2017

The volume of appeals and grievances remained low reflecting the impact of early interventions. The volume of discipline cases was stable. It was noted that there was an increasing number of breach of discipline cases which included mental health considerations.

Moved

<u>That:</u> Council note the Appeals, Discipline and Grievances 2017 Report.

Carried

FROM THE ACADEMIC BOARD

Academic Board Report

Professor Ian Wright presented the report from the meeting of the Academic Board. In discussion of the Academic Board meeting it was noted:

- The Australasian Universities were protesting the cost of accessing Elsevier journals and may lose access.
- The early views of the Kia Tōpū presentation were presented. Feedback had been sought from the Colleges and Academic Board subcommittees and a formal response would be provided to Council in September. Council would receive the advice as soon as possible after Academic Board approved it.
- The Academic Board Review group would report back to the Board in October. Council would receive and discuss the report but no decision would be made in advance of the arrival of incoming Vice-Chancellor Professor de la Rey.

Moved

That: Council note the Academic Board Report.

Carried

PUBLIC EXCLUDED MEETING

Moved

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

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4	Minutes of the Council Meeting held on 27 June 2018 with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5	Matters arising from those minutes		
6 6.1	**From the Chancellor** Emeritus Professor Nominations	To protect the privacy of natural persons.	7(a)
6.2	2019 Graduation venue	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
7. 7.1	**From the Vice-Chancellor** Risk 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.	**From the Finance, Planning and Resources Committee**		
8.1	Low Carbon Energy Strategy	To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(h) 7(f)(i)
8.2	Connon Hall Strengthening BC	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.3	Garden Hall BC	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.4	10 Year Financial Model	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)

8.5	Bond Trust Amendment	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.6	UC Futures		
8.6.1	- UC Futures Summary	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.6.2	- Rehua Intumescent Paint Risk 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)
8.6.3	- Rehua Façade and Weather Tightness Risk Update		
8.7	Student First Update 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)
8.8	Movements in Year End Forecast to July 2018	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.	**From the Audit and Risk Committee**		
9.1	Draft minutes of the meeting of 20 August	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
9.3	NZX Delisting	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
9.4	Risk Appetite	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
9.5	Insurance Renewal Update	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.6	Options and Consequences of Consolidation Update	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.7	Code of Practice for the Pastoral Care on International Students	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)
10.	**From the Honours and Appointments Committee**		
10.1	Report to Council	To protect the privacy of natural persons. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(a) 7(f)(i)
11.	**Strategic Discussion**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)

and that the relevant University management representatives 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.

Carried

REPORT FROM THE PUBLIC ECLUDED SESSION

Members returned to public meeting at 6.58pm.

GENERAL BUSINESS There were no items of general business.

The meeting closed at 7.00pm.

NEXT MEETING The next meeting is scheduled for 4.00pm on Wednesday 26 September 2018.

SIGNED AS A CORRECT RECORD: _____

DATE: _____

Memorandum

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

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	Council Members
From:	Dr John Wood, Chancellor
Date:	19 September 2018
Subject:	**CHANCELLOR'S MEETINGS**

I outline for you the key events I have attended on behalf of UC since my last report to Council. I have indicated (with an asterisk) those events at which I was required to deliver a speech. Those speeches can be viewed in the "Chancellor Speeches" folder on the Council's Sharepoint site.

- UC Foundation Board Meeting
- Presented the welcoming speech for the Graham Nuthall Lecture*
- Attended a dinner to celebrate Malaysia Independence Day
- Assisted with mock interviews for UC's Rhodes Scholarship nominees
- Consulted on the State Sector Act reform
- Met with Tim Fowler, TEC CEO with the Registrar
- Attended FPRC Committee meeting
- Hosted the Deputy Secretary, MFAT at a dinner following his UC Connect lecture
- Met with Vice-Chancellor and Pro-Chancellor for a strategic discussion

Dr John Wood
Chancellor

Dr Rod Carr
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UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

VICE-CHANCELLOR'S REPORT TO UNIVERSITY OF CANTERBURY COUNCIL SEPTEMBER 2018

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1. INTRODUCTION

Another milestone was reached this month with the settlement of the College of Engineering CETF (Canterbury Engineering The Future) redevelopment project contract with the receiver/liquidator of Hawkins. The settlement was within the Council-approved revised budget. All responsibility and costs, other than product warranties and other indemnities, now lie with UC. Council was asked to approve the Kia Tōpū business case to support research and teaching in the sustainable production, efficient processing and secure distribution of healthy foods (see 2.1 below).

Laying a solid foundation for 2019 enrolments was well under way with applications to halls of residence up about 7% on this time last year. Recruitment of additional academic staff to support student growth, particularly in the College of Engineering and the College of Business and Law, was under way.

UC's financial position stabilised with forecasts of small surpluses in 2018 and in 2019 – but still short of the TEC target for Tertiary Education Institutions of 3% of revenue. UC requested but had yet to receive the final Crown Capital Contribution under the Crown Funding Agreement signed in 2014. This final contribution of $50 million will cover nearly half the estimated cost of restoration after the 2010/2011 earthquakes. These works will be undertaken over the next five to seven years as deferred maintenance, upgrades and space repurposing take place across campus.

2. STRATEGIC MATTERS

2.1 Kia Tōpū

Kia Tōpū is a new UC research and teaching initiative that aims to contribute to the global challenge of future food and food security. Over the next five years, UC will invest in research and teaching to help develop Kia Tōpū's vision for the sustainable production, efficient processing and secure distribution of healthy foods across the themes of Food Equity, Food Intelligence and Food Innovation. These themes underpin the four projects that largely underpin Kia Tōpū's programme of work: programme development, EFTS growth, the development of a research institute, and an online repository. Research and programme development continued on the realisation of Kia Tōpū delivery, with two representatives from each college on each of the main oversight groups – one related to establishing the research institute and one to develop taught programmes. This multi-year, multi-million-dollar investment in interdisciplinary research and teaching will require UC to develop and apply collaboration skills to leverage the contribution UC can make to the work of other institutions including other universities, CRIs and private sector partners.

2.2 UC Futures

UC's strategic direction over the last five years included the intent to increase the global and international nature of the university. UC already had a significantly international teaching faculty, but a relatively low number of international students compared to other Australasian universities. UC has two key policies which support an increase in internationalisation: firstly, the decision to increase the recruitment, acceptance and enrolment of international students and secondly, the introduction of global awareness into all undergraduate degree curricula. Both these policies are part of the UC Futures Programme of change.

UC is well on the way to achieving a more international student body and greater global awareness in all bachelor's degrees. In 2017, 18% of students in UC bachelor's degrees were not originally from New Zealand, and 19% of students who completed a bachelor's degree were also international students. These international students might be New Zealand citizens born overseas, New Zealand residents born overseas or students on student visas from offshore.

By 31 August 2018, of all UC students enrolled in any degree, certificate or diploma, 26% were not originally from New Zealand; showing UC is on the right path for internationalisation. (UC has nearly 17,000 students enrolled.)

The UC Futures programme continued largely to achieve its other goals – remediation, renewal and development of the built environment, recovery of enrolments, graduate profile roll-out, and achievement of financial stability and small operating surplus.

By the end of 2018, UC will have completed all bachelor degree reviews to ensure that all include curriculum content which supports the UC graduate attributes. Only one of the 18 degrees is left, the BE(Hons), and this is scheduled for October.

2.2.1 Graduate Profile Highlights

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

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

As above, by the end of 2018 all programmes will have been reviewed relative to the graduate profile.

Attribute 1: Employable, innovative and enterprising

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

The University Centre for Entrepreneurship (UCE) held its Impact Summit at the end of September. The Impact Summit provided students with opportunities to network, attend workshops and spark their innovative ideas. All students interested in making an impact were invited.

Attribute 2: Biculturally Competent and Confident (BiCC)

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

UC was invited to present at a national symposium on Enhancing Outcomes for Māori and Pasifika students. In particular, UC was asked to talk about embedding Bicultural Competence and Confidence (BiCC) across the curriculum with a range of examples presented. Early career academics discussed embedding BiCC into the curriculum with Mary Boyce from the Office of the AVC (Māori) and Erik Brogt, academic developer.

Attribute 3: 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.

In addition to curricular activities, students had a range of opportunities through the Co-curricular record to take part in activities that explicitly address community engagement. As of July 2018, UC students had spent nearly 6000 hours in Community Engagement activities. The Student Volunteer Army remains one of the hallmark community volunteer organisations for UC students.

Attribute 4: 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.

A Student Success Summit was held in which colleagues across colleges and service units shared their methods for enhancing student success. One example aimed to enhance global awareness through short videos shown at the beginning of each 100-level class. The concept, started in Biological Sciences, was being shared across courses to give students a sense of belonging across both national and international cohorts.

2.3 International

The team pushed marketing of student exchange ahead of the Semester 2 2019 deadline on 1 September, including joint seminars with Colleges, advertising on Learn, Instagram takeovers, drop-in sessions and two-minute in-class promos. The last Exchange Working Group meeting with colleges was held mid-August. This is designed to support the development of the Global Awareness attribute across our student body.

International Relationships Office (IRO) recruiters visited New Zealand-based agents in Auckland and Dunedin for training purposes, preparing for the busiest period during October and November. There was off-shore recruitment activity in Indonesia, Korea and Malaysia as well as in India, where an IRO representative and an academic staff member attended the International Schools conference.

UC welcomed a group of Oxford university students to campus in early September, the second group of Oxford students hosted since the programme launched in 2017.

3. CHALLENGE

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

3.1 Marketing

The major UCME brand campaign was completed, with response to digital advertising up 82% year-on-year. The mature market campaign was also completed – response to digital advertising was up 40%. The UC GO Canterbury campaign in Auckland and Wellington finished with applications up 33% year-on-year. The Semester 2 campaign was also completed – with enrolments up 22%. A Facebook accommodation applications campaign continued with applications up 9% year-on-year. An Alumni campaign was in market using magazines and online channels, to run until December.

The Postgraduate Prospectus and Guide to Enrolment publications went to print. Work was under way on the Calendar, Summer and Star publications. A new series of UCME student profile videos were up on the UCME webpages and featured on social media and other online platforms. Over 70 videos have been completed to date. The web Terminal 4 platform was being upgraded to a new version, to be launched in November. A new search provider would be tested and launched in October.

Social media activity continued to be high with good engagement across Facebook, Instagram, Snapchat and Twitter. Students' takeover activity on Instagram was strong, including club profiles and overseas experience. UCME videos and profiles featured on Facebook. Campus and general student life were focused on our platforms. Google AdWords experienced good growth as did video views and banner advertising response. Results were up 82% year-on-year.

3.2 Liaison

Course Planning visits were a major focus for the Liaison team. Visits were completed in Waikato, Manawatu, Nelson and Marlborough, South Canterbury, Taranaki, Hawkes Bay and Southland. Visits continued in Wellington, Auckland and Christchurch until the end of September.

During these visits, the team tried a new concept aimed at bringing the UC7 attributes to life. This involved students connecting to the UC community at enrolment by exploring clubs and societies, expressing interest in gaining a mentor and connecting with the Student Volunteer Army's Big Give event. This received extremely positive responses from both future students and school careers advisors.

The North Island offices also supported the Engineering and Science colleges in targeted events in Auckland and Wellington, capturing new student contacts. Parents as Careers Educators (PACE) evenings were held in Wellington, Napier and Whanganui in conjunction with UC Careers Team. The team also had a total of 65 student appointments on campus – including 29 from adult students and 32 from secondary school students.

3.3 Admissions

August was busy as Admissions processed large volumes of applications, and sent out conditional or full offer letters very quickly, once the applications were returned from colleges or departments. The Admissions team is entering its busy period.

As part of its constructive culture development the team participated in the Team Member Profile (TMP) course, and learned how the team functions, both internally and externally with other teams. Admissions had in-house training during August, updating the team on the Test of English as a Foreign Language (TOEFL) changes and current requirements.

3.4 Contact Centre Shared services

The Contact Centre focused on preparation for the beginning of the enrolments period including getting resources in place and trained. Staff took part in myUC training and user acceptance testing (UAT), and UAT of the Contact Centre software upgrade, due in September. Outreach development to the colleges and other central services continued.

3.5 Enrolment

Planning for International Enrolment 2019 began mid-September. The team was working with the College of Business to prepare for the next intake of Business Taught Masters and MBA students, expecting about 100 students to arrive for enrolment in early October. Teamwork, which provided a smoother process and better student experience during the last two intakes, continued to strengthen between the College and Enrolment staff.

3.6 Accommodation

Applications opened on 1 August and were tracking 10% ahead as the same time last year. Most halls showed an increase in applications, notably College House with 39% and Sonoda which, traditionally a self-catered option, had already received 40 applications as a first-year fully catered hall for 2019. A new application process for couples and families received 23 applications to date for 2019. Our Kiwi Hosts welcomed 10 students from Tokyo City University (TCU) on 3 August. They settled in well starting their 15-week programme with the College of Education, Health and Human Development. They experienced a city tour and boating on the Avon trip, attended a dinner and other activities hosted by JSOC and completed a Māori-themed scavenger hunt. Two separate Chinese groups on two-week programmes attended tikanga (cultural learning) sessions with the Māori Development Team (MDT) prior to visits to a local marae.

3.7 Scholarships

Scholarships for prospective undergraduate students starting in 2019 closed on 15 August. There were 2,161 individuals who completed and submitted applications for assessment – slightly higher than last year. Interest in scholarships for first-year students had not declined with the introduction of free fees.

Applicants were able to apply for all 35 scholarships that closed at this time of year, improving the student experience significantly. UC appears to be the only university enabling a single application form for all prospective-student scholarships at this time. Applicants were being considered for the equivalent of 8,384 individual applications – the largest number of applications to be considered (2,000 more than last year). Within the 35 scholarships on offer, there were up to 472 awards available – an increase of 19 awards included in the application form (NB: this is not an increase in scholarships available to this cohort; scholarship dates and administration were better aligned to ensure these scholarships aided recruitment of students rather than being offered later in the year). In August, 35 scholarships opened for application, including 20 specifically for master's and doctoral students – 536 applications have begun for these scholarships.

3.8 Careers Internships and Employment

UC Careers staff members attended the Secondary Principals Day hosted by the College of Education, Health and Human Development. It was an opportunity to connect with principals, to learn more about the skills, qualities and attributes sought by recruiting principals, and what makes strong applications for roles. This valuable information fed into career education sessions for the College and in work with individual students. UC Careers' LinkedIn seminars and workshops continued to be popular, and were incorporated in the regular schedule of seminars. Some classes and groups requested tailored versions of these; a successful delivery method, enhanced (where possible) with relevant guest presenters.

The UC Postgrad Expo at the Christchurch Employers Chamber of Commerce (CECC) provided the opportunity for valuable conversations with prospective postgraduate students considering which study options might suit their career development plans, and the value for their future employment. A 'New Zealand Work Culture and Employment Rights' seminar, with guest speakers from Immigration NZ and CECC was popular with about 80 students attending. Feedback was positive, with students appreciating being able to receive this information at a campus event.

3.9 Pacific Development

Jandals 3 Fiafia Night (Pasifika concert) was held in collaboration with the College of Education, Health and Human Development, with the acting Pro-Vice-Chancellor Professor Letitia Fickel formally opening the event. Over 150 Pasifika students, community members and secondary school students came to hear about the opportunities offered at UC. The 'Old Skool Dinner' was a chance for mature Pasifika students to get together and to hear from a guest speaker about the UC journey as a mature student. Pacific advisors continued to assist students who came under Academic Progress Review as a result of Semester 1 results, and student engagements peaked in week six as the term ended.

3.10 Student Experience

Emerging Leaders Development Programme (ELDP): World Vision gave a workshop on what leadership is and could be in relation to responding to global crises. The engaging, confronting session aimed to inspire emerging leaders on what they can do to take more social responsibility.

Red Zone Census 12 August (45pax): In partnership with Avon-Ōtākaro network, UC Geography students designed a census to provide a baseline (to be measured against annually) on the recreational use and future aspirations for the Avon-Ōtākaro River Corridor. This will assist data sharing with Regenerate Christchurch and Christchurch City Council. ELDP students organised a day of census gathering with 500–650 public opinions captured. This project provided Christchurch-specific community and partner engagement for ELDP.

Go Canterbury: Numbers are 134, which is equivalent to a 95% retention rate within the Go Canterbury programme. Addressing the Go Canterbury-specific struggle with homesickness and feeling lost, the programme in term three was about Mental Health and Wellbeing, emphasising the importance of a healthy work-life balance.

Student Leaders: Recruitment of the 2019 Student Leaders to support Student Experience's First Year Experience programmes – Go Canterbury, Emerging Leaders Development Programme, and UniLife got under way in August and continued through September.

Mentoring: Mentoring Programme review continued. Suggested target areas for mentoring were in discussion, and data-gathering on student numbers and viability was under way. Collaboration between PDT, MDT and Student Experience team (SET) mentoring for an end-of-year celebration event and 2019 training and workshop programme was agreed. Intended workshops are to be made available across wider UC mentoring programmes, too.

MME Doctoral Academic Writing workshop series (pilot): Seven Marketing and Management PhD students, five of whom were international (71%), participated in the MME PhD Academic Writing series pilot in August. Students nominated the seminar topics in line with their writing priorities. The series, involving the Academic Skills Centre, SET, and the Department of Management, Marketing and Entrepreneurship, was to improve students' academic writing skills, progress their thesis writing, and develop peer support.

Doctoral and Masters by Research Student Orientation: Eight new doctoral and masters by research students attended the tailored research orientation in August. All eight (100%) are internationals representing Germany, Nepal, Pakistan, Sweden, Sri Lanka, and the US. Seven (88%) were enrolled in doctoral studies, and one (12%) at master's level. The colleges of Engineering (four), Science (two) and Education (two) were represented.

3.11 UC Sport and Recreation

The Wellness, Physical Activity and Sport Strategy review was under way. Areas for further work included re-engaging key stakeholders and external partners. A project plan was being developed to guide the team through the coming months towards formal adoption (anticipated mid-2019).

Recreation Centre: To help inform the draft Business Case and Concept Design, Recreation and Sport staff, working with the College of Education, Health and Human Development team, drafted an Operational Design Brief. This will enable the operators to set out their expectations for the look of the proposed new building and identify the service aspects needed. Significant progress was made on the concept design, with significant changes led by the project operational teams. This saw the growth of Ground Floor Area with more useable area for student-focused services.

August active participation totalled 31,668, with 31,356 visits by members and 332 casual visits compared to 26,628 in 2015 (excluding casuals). A key growth area was the Group Fitness programme with a total of 45,925 to end of August, 5,236 more than in 2017.

Membership Type	**Headcount**	**Changes July – August**	
	As at 31 August	Net change	% change
Total Other	615	10	↑1.6
Total UC Students	7810	386	↑5.2
Total Membership	8357	328	↑4.1

Programmes and promotions: The Green prescription programme will be introduced on campus as a pilot, in a joint initiative being led by the Health Centre with support from Sport and Recreation. The programme delivered by Sport Canterbury staff, provides an alternative for students and staff whose mental or physical health would benefit from a 'green prescription' of exercise.

UC Sport and UCSA staff collaborated on a sports forum with UC sports and recreation clubs, which focused on addressing the needs of clubs and travel for sport at University. The 28 UC sports clubs represent over 3,000 student members. A number of initiatives emerged from the forum and there will be another forum towards the end of the year on supporting the clubs around funding pathways for their services.

The Athlete Development Programmes team collaborated with the College of Education, Health and Human Development Sports Programmes team, planning and implementing a shared training space. This led to a better working and training environment for Sports Science students and Academy athletes, as well as freeing up space in the Rec Centre for the general student population.

Emerging leaders selection is under way with eight spots for high achieving sports students. The calibre of applicants is high, with over 350 applicants for the sports category. This was the most applicants in any category in relation to spots available, showing demand remains for this service. Final selections were to be made on 18 September.

4. CONCENTRATE

Enhance research and creative work in chosen areas of endeavor; 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 Deputy Vice-Chancellor

4.1.1 Academic Services Group (ASG)

ASG assisted with the production of a number of key publications including the 2019 University Calendar. ASG was active in the 2018 Round 2 CUAP round and prepared for a number of Graduating Year Reviews, to be reported in October. Planning was well under way for the end-of-year review of academic progress process. Summer School preparations were completed, ready for enrolments to begin. The Graduate Destinations Survey was in progress and it was anticipated that preliminary reporting would be completed before year end. An Academic Services change proposal was being considered and the outcome will be reported by the Assistant Vice-Chancellor (Academic) in next month's update.

4.2 Research (R&I)

MBIE launched the Diversity in Science Statement to support fair and equal opportunity for everyone to participate in New Zealand's science system to their fullest extent. The Statement aspires for a vibrant and successful science and research base that reflects the diversity of New Zealand. Through the Statement, MBIE committed to:

- collecting and reporting on a range of diversity-related data on funding applications, award holders and advisory, assessment and decision-making bodies
- reviewing funding policies and processes to understand their impact on inclusion and diversity
- showcasing, promoting and celebrating diversity in the science workforce, and
- ensuring a diverse range of people and perspectives in science advisory, assessment and decision-making bodies.

The Statement is available on the MBIE website: https://www.mbie.govt.nz/info-services/science-innovation/agencies-policies-budget-initiatives/diversity-in-science/

R&I attended the Blinc Innovation Breakfast meeting "imagining the role science will play in NZ's future" with Professor Juliet Gerrard. Some themes that emerged from the discussion were improving research impact and engagement, growing diversity in the sector, participatory science and sustainability.

Work on the MBIE Endeavour 2019 funding round progressed. R&I worked with academics to develop expressions of interest. UC will host the MBIE Endeavour Round Roadshow on 18 October, 10am-12noon, in the John Britten foyer.

As part of an operational policy of keeping up with relevant change, R&I attended NZ's inaugural Circular Economy Summit held in Auckland recently. Among the point was confirmation from the Environment Minister, Eugenie Sage, that the government was targeting waste minimisation by, in effect, imposing various taxes on waste, starting with disposal costs on all forms of landfill.

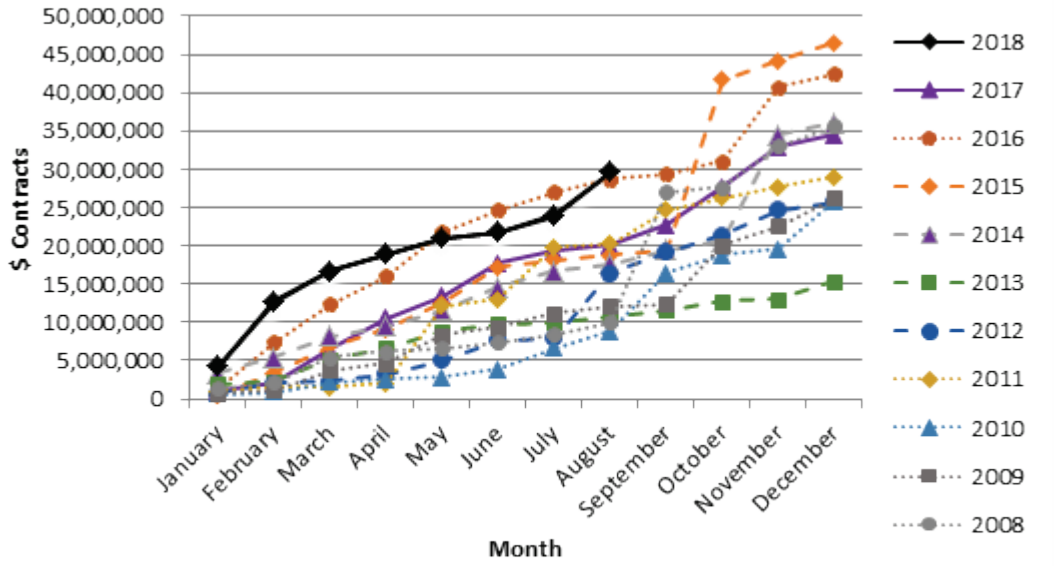
Overseas speakers emphasised that, rather than minimising waste, the new paradigm being introduced was towards developing systems and processes around having no waste whatsoever, by ensuring every resource had a designated use, which meant eliminating obsolescence and waste by-products. The new product design course at UC was well positioned in this regard.

The Innovation Jumpstart Competition received 20 applications from 36 academics, representing all colleges. The judges (internal and external) shortlisted 10 applicants, who presented their innovations to judges on 13 September. The five winners will be announced at an awards event on Wednesday 3 October. This event is celebrates the great innovations coming from UC and will include incubator investors, partner networks and industry connections.

R&I staff recently attended several conferences in the research management and technology transfer space: University Research Offices New Zealand Conference (URONZ), Australasian Research Management Society Conference (ARMS), and Knowledge Commercialisation Australasia (KCA). These conferences were a good opportunity to network with other professionals and discuss emerging issues and trends in the sectors.

R&I represented NZ at the invitation-only World Knowledge/Technology Transfer Leadership Summit held in Spain. The event was attended by 33 people from 18 countries. Several common themes emerged around future challenges in transferring knowledge from university research into general community use, and what skills and competencies are required, now and into the future, to facilitate this transfer. A consensual view was developed around the main criteria to be used to best measure the desired outcomes sought by Knowledge Transfer agencies. The "take away" from the summit was that R&I is well positioned with regard to its strategic vision, its operating methodology and culture, and its impact.

R&I managed 392 research contracts, worth a total of $147.8 million. In 2018 to date, 164 contracts worth $29.7m were executed, and 31 contracts worth at least $7.8m were pending (i.e. in the process of being executed). UC held 74 National Science Challenge (NSC) contracts worth $23.8m and 60 Centre of Research Excellence (CoRE) contracts worth $32m (with two NSC/CoRE contracts pending, worth $200,000).



4.3 Postgraduate Research

Student numbers

In August doctoral students totalled 1038. There were 826 master's students doing their theses. Fifteen new doctoral students enrolled in August, bringing new enrolments to 145 for 2018 to date. In August, 16 doctoral students submitted bringing the total to 112 for 2018; and 11 successfully completed their theses examination bring the total to 91 this year, while a further 19 master's thesis students were examined bring the total to 166. No students failed.

Other activities

The October UC Doctoral & Masters Scholarship round was completed and final offers of scholarships were made. A total of 35 doctoral and 12 masters scholarships have been offered. The highest UC equivalent GPA for a doctoral student who did not receive an offer was a GPA of 8.25 (i.e. in the A-A+ range).

The NZ Universities Deans of Postgraduates held their annual meeting with University Scholarships staff and Postgraduate Office staff, 23-24 August, hosted by UC. About 64 staff from the eight universities attended and common issues were discussed including; co-tutelles, publication of theses, copyright, and student mental health.

The NZ Universities Masters 3MT (Thesis-in-three) Competition was held in John Britten on 23 August, with UC Law Master's student Chris Boniface placed second in New Zealand.

4.4 Erskine Programme

Nothing to report this month.

4.5 Timetabling

The Timetable team was building the 2019 timetable. This year we included the CUP program and the UCIC courses in the initial 'auto-schedule'. Hopefully this would bring small gains in efficiency, and an increase in post-publication flexibility. We worked closely with Capital Works to identify additional space that could be incorporated in to a centralised timetable for 2019 and beyond.

4.6 Office of the AVC Maori

4.6.1 Graduate Pillar - BiCC

Next BiCC hui with Deans and PVCs will be on 28 November.

4.6.2 Te Tari o te Amokapua Māori

Dr Darryn Russell noted that the updated version of Te Rautaki Whakawhanake Kaupapa Māori was undergoing final amendments, due to be complete in September. The final update would be provided to the Senior Management Team (SMT) for endorsement and shared with academic and professional colleagues across UC. This would be an opportunity for the Kaiārahi to engage with colleagues at a high strategic level over the next five or six years and provide the context of collaborative bicultural development across the University's strategic relationships; Māori student recruitment, retention and achievement; research; staff development; the digital, virtual and physical environment; as well as course and programme content and delivery.

4.6.3 Kaiārahi

Kaiārahi were involved in teaching and assisted in making connections with suitable guest speakers for a range of courses. A recent guest speaker for the School of Business was Anton Matthews, of Fush seafood restaurant, who was working to ensure that everything he sells is sourced sustainably. Mr Matthews gained national attention when he offered free te reo classes at his restaurant, to which there was an overwhelming response. Another guest speaker was Joseph Hullen, Ngāi Tūāhuriri, and a Matapopore trustee. He spoke on Ngāi Tuahuriri values and how they were incorporated into the central Christchurch rebuild. Guest lecturer Greg Byrnes, from Te Kōhaka o Tūhaitara Trust, also spoke to School of Business students about the Trust and opportunities for students to create initiatives to assist the Trust with growing their income. Te Kōhaka o Tūhaitara Trust was responsible for the rehabilitation and management of Tūhaitara Coastal Park near the Waimakariri river mouth.

Kaiārahi frequently participated in interview panels, assessing mock lectures and reviewing potential new staff. This was a significant activity over the last month and would continue in the near future.

Te Ohu Reo received requests for material to be used in 2019 and 2020, and appreciated having some lead time for these requests. A database of 1200 terms developed by Te Ohu Reo was added to SharePoint and the aim is to make a non-editable version available (probably via the web), with a process for regular additions, later in 2018.

4.6.4 Tangata Tū, Tangata Ora and other staff professional development programmes

Staff participation numbers to date for 2018 for Tangata Tū, Tangata Ora:

- 93 academic staff
- 97 general staff
- 4 visiting scholars (or other persons of interest/UC visitors)

Te reo Māori in the workplace sessions for November and December had places available. Culturally responsive pedagogies will be held on Tuesday 20 November and had some places available.

PhD and master's students working with mana whenua groups as part of their research engaged in Tangata Tū, Tangata Ora sessions. Postgraduate students and supervisors expressed a wish to be able to participate in this programme early in their research. This was discussed at recent BiCC hui, with further mahi to be carried out to scope the need and what may be possible to provide for postgraduate students.

4.6.5 Te Ratonga Ākonga Māori - Māori Student Development Team (MDT)

Te Wiki o te Reo Māori was celebrated nationwide 10-14 September. A UC programme of events was created in a collaboration between Aotahi School of Māori and Indigenous Studies, UC Libraries, Te Akatoki Māori Students' Association and Te Tari o te Amokapua Māori. As part of Te Wiki, UCSA cafes offered a 50% discount for coffees ordered in te reo that week, which was very popular. The programme was widely publicised via social media and https://www.canterbury.ac.nz/library/uc-library-news/archive/2018/te-wiki-o-te-reo-Māori-2018.html

Ākonga Māori enrolments at end of August 2018:

- 1321 ākonga Māori enrolled (up 109 from 2017)
- 45 doctorates
- 135 masters
- 57 honours
- 1103 yndergraduate and pre-degree
- 387 Ngāi Tahu currently enrolled
- 2283 total student engagements for MDT to date

Colleagues from Te Ratonga Ākonga Māori participated in Te Toi Tauira 2018, hosted by AUT. Three staff, Jamie Hape, John Kapa and Michelle Bergman presented at the conference to a positive reception. Staff from Massey, Unitec and Victoria universities asked Ms Hape to visit their institutions to present to their staff on engaging with ākonga Māori. Ms Bergman's presentation had the theme of navigating a colonised learning environment and described the Ekea! programme run for Year 10-13 students. A number of conference participants were keen to adapt the Ekea! programme for their institutions. A significant discussion topic at Te Toi Tauira was that of the arrival at tertiary education of ākonga with Kōhanga reo and Kura Kaupapa backgrounds and whether our institutions were ready or able to meet their expectations of an environment rich in te reo.

The Celebration for Māori graduates will be held on Thursday 20 December. All colleagues are welcome to participate and support their graduating students.

4.6.6 Māori Recruitment and Outreach

A notable development in 2018 was that the College of Business and Law and the College of Engineering wanted to run their own events for high school ākonga Māori. At this stage, they were collaborating with Ms Bergman to ensure the creation of programmes for rangatahi which had both appropriate cultural content and learning opportunities. The College of Science continued to provide He Puna Pūtaiao for rangatahi.

Te Ara Raukura took place later in September. This was a developmental programme for Year 12 students to assist in repairing the negative effects of the Christchurch earthquakes on their educational success. UC is a partner in this programme as part of outreach activities for rangatahi in eastern Christchurch high schools. Other recruitment and outreach activities for September involved reporting on this year's activities, planning and preparation for 2019.

4.6.7 Māori Research

The August 2018 Māori Research hui took place on 23 August, with presentations on two kaupapa. The Māori Development Team (MDT) was represented by John Kapa espousing MDT's engaging mahi that supports promising pathways for Māori postgraduates. Professor Angus Macfarlane introduced promising doctoral scholar Grace Walker (Ngāti Kahungunu, Ngāruahine Rangi) presenting her research, as well as her role with the Christchurch Health and Development Study and involvement with the NSC Building Better Homes, Towns, and Cities. The next Māori Research hui was to be held on 27 September.

5. CONNECT

5.1 Communications

Engagement Data	
Intercom *Themes evaluated:* Academic/Research Diversity Events Funding Governance/VC/SMT Health, fitness and wellbeing Notices Postgraduate Staff achievement/story Student achievement/story Student support/services Staff support/services (excl L&PD) Sustainability Learning and Professional Development Tech Tip UC News/Announcements Campus Transformation	Open rate 43.04 average % (International benchmark = 21.8%) *Themes measured*: the top 10 viewed blogs had these themes • UC News/Announcements (3) • Student achievement/story (3) • Campus Transformation • Student support/services • Staff achievement/story • Tech Tip
Insider's Guide (student newsletter) *Themes evaluated:* Competitions / Challenges Events Health and fitness Notices Postgraduate Priority learners Student achievement/story Scholarships / exchanges / careers Staff achievement/story Sustainability UCSA and Clubs UC News/Announcements Wellbeing and student support	Open rate average 51.97% (International benchmark = 21.8%) *Themes measured*: the top 10 viewed blogs had these themes • Staff achievement / story • Student achievement / story (2) • Scholarships/exchanges/careers (4) • Notices • Postgraduate • Health and fitness
Twitter	(Measured against all Universities in New Zealand and Ara) Third equal for follower growth rate First for Engagement Fan Ratio Total followers: **6,607** (92 new followers in August). Same time last year: 5441 followers.
Stakeholder Newsletter	1155 Recipients Open rate 41.6% industry average 16.9% (List ave: 42.6%) Click rate 8.7% industry average 2.2% (List ave: 5.8%)

5.2 Communications

An awareness and education campaign on Cyber Security was under way in collaboration with Learning Resources. A draft communications plan was being circulated.

Work on the UC Phone App continued. A student survey will help inform functionality needs. Look and feel will be informed by the Student Voice project and carried out in collaboration with Marketing. Once the procurement plan is signed off, the project manager will launch a project plan. Work with Student Success was under way to ensure student needs are met.

Information about the removal of Dovedale and Kirkwood temporary villages was published on staff and student blogs. Further updates will be provided as the contractor removes the units. Students involved in the Co-curricular Record (CCR) programme were interviewed and case studies about their experience and the benefits of CCR were being prepared, to be promoted via student channels. Planning was under way for a new CCR video, due to be launched in 2019.

5.3 External Relations

5.3.1 Media

August media coverage of UC-related topics was again overwhelmingly positive. In August, we handled more than 50 media queries on a wide range of topics, including parking, mid-year enrolments, New Zealand's space race, sexual harassment and bullying, Canterbury mudfish, an injured student, Italian bridge engineering, rumours of a merger with Lincoln University, engineering enrolments, and parking, among other topics. Other media coverage of UC-related topics or experts included two new CUP publications, the under-construction Beatrice Tinsley building, and the use of UC seismic damping technology in the new Christchurch central library building. An analysis of coverage in August 2018 (Broadcast, Internet, Print) found 722 items (560 items in same period last year). This coverage reached a cumulative audience of 12,460,515 and had an advertising space rate of $2,138,041.

5.3.2 External Engagement

The 16 August UC Connect public lecture about the ancient Greek afterlife held in the UC Arts city location Recital Room and the Teece Museum (UC Classics) was popular, selling out of tickets weeks in advance. There are four more UC Connect lectures to come in 2018. Videos of UC Connect public lectures are available to view on the UC Connect YouTube channel.

5.3.3 Stakeholder Relations

The UC Community Meeting on 13 August was well attended. The last Community Meeting for 2018 will be on 10 October and will be my final one as UC Vice-Chancellor.

5.4 Canterbury University Press

Never, Ever Give Up? and *Bonsai: Best small stories from Aotearoa New Zealand* were released for sale. Reviews, awards, community engagement were overwhelmingly positive. These included: Dr Catherine Knight, author of *Beyond Manapouri* (CUP, 2018) participated in a Q&A event at the University Bookshop (UBS) chaired by UC's Dr Ann Brower. Dr Knight was invited to be a keynote speaker at the 2019 Resource Management Law Association Conference in Christchurch. Dr John Hellemans' book, *Never, Ever Give Up?,* was launched at UBS by Erin Baker MBE, who praised its insights into the sport and John's life, and spoke of John's positive influence on her career and those of many New Zealand athletes. Triathlete Andrea Hewitt MNZM concluded the speeches, thanking the author for his support of her AH Foundation to help young and struggling triathletes. An event featuring Dr Hellemans and Nathan Fa'avae sold out at the WORD Christchurch Festival; an additional event was added and this, too, sold out. Dr Hellemans was interviewed by Lesley Murdoch for her Saturday morning sports programme on Newstalk ZB. Frankie McMillan's *My Mother and the Hungarians* (CUP, 2016) was selected for reading in Berlin for Aotearoa Poetry Day. CUP participated in the Booksellers Conference Meeting Day sessions on 25 August.

5.5 Events and Partnerships

Ninety-four young women from 11 targeted Canterbury schools attended the Women in Leadership breakfast at the end of August. The Women in Leadership recruitment event showcased the immense leadership opportunities for female students at UC. Year 12 leaders heard from current female UC student leaders, had an opportunity to ask questions and network, and left with the knowledge that UC is the place for them to thrive. Our guest speaker this year was alumna Hannah Duder.

Three free UC Connect public lectures were held during August and September: 'Ancient afterlife after dark', 'Law without lawyers: Does legal education have a future?' and 'New Zealand's place in a changing world'. The final two UC Connect lectures for 2018 will be held in October.

Partnership activity came to a close. The finals for the high school boys and high school girls rugby competitions, UC Championship and UC Cup respectively, attracted large crowds and strong social media coverage. As the major sponsor, UC had a visible presence with on-field advertising, promotional giveaways and Executive Director for Student Services and Communications Lynn McClelland presented the trophies at the medal ceremonies. We hosted 19 Year 10 students from five Christchurch schools at the SVA UCan programme, which ran over four weeks.

Events and Partnerships had 14 events and activities they were actively working on, including reviews from events held in Q3. Upcoming events include: Ekea! Year 10 Pathways for Māori, the UC Connect public lecture series, Chancellor's Dinner, and UC Bound. The 2019 events calendar was set and planning for these events and activities was due to commence in late September.

6. Alumni and UC Foundation

	Income	Distribution
2018 Target	$10.5m	$6.5m
2018 Year to Date	$6.0m	$4.2m
2018 Year to Date	613 donors	1,029 gifts

6.1 Alumni and Foundation

6.2 UCFA (US)

The UCFA Annual Accounts for 2017 were filed with the IRS and the registration forms for 2019 are complete and filed. A new bank account was opened with Amalgamated Bank, which offers services for not-for-profit organisations. The Bank of America account was closed and the balances transferred. Alumni and donor dinners in San Francisco, Los Angeles and Seattle were organised for September.

6.3 UK Trust

The Chair of the UK Trust, Alene Wilton visited Christchurch in August and toured the new facilities on campus.

6.4 UCF

The Annual Appeal received 144 donations totalling $70,881 to date, an outbound calling campaign was planned for September with student callers being recruited. The College of Business and Law fundraising workshop was completed in August as well as a departmental meeting with Health Sciences.

The Foundation was trialling two EFTPOS machines for three months starting in August with the support of UC Financial Services. This would allow donations by credit/debit card in the Shilling Club to support the UCSA building and at the Teece Museum to support community outreach by the College of Arts.

Robertson Foundation CEO, John Hood visited UC in August along with one of his researchers. The Foundation makes significant contributions to support education, the environment and medicine and they met with staff from the colleges of Education, Health and Human Development, Science, and Business and Law.

Work between UC Foundation and UC Finance continued on preparing for the maturity of the philanthropic bonds in November 2019. There is a Rose Centre fundraising lunch planned for October 2019.

6.5 Stewardship

Four scholarships funded by UC Trust funds were reviewed and revised regulations submitted for approval. PSC Consulting, which has supported electrical engineering scholarships for several years, visited campus from Seattle to award this year's Scholar with her certificate. UC took a table at the Malaysia Day Dinner organised by alumnus John Wong. UC's connections with Malaysia, the Colombo Plan and the philanthropic support from Malaysian alumni were celebrated during the event.

6.6 Alumni

The Mt John Alumni trip in September, in collaboration with the College of Science, was fully booked. Alumni supported the College of Education, Health and Human Development to promote the Graham Nuthall Lecture which had over 200 attendees. Over 40 colleagues, alumni and friends attended the planting of a kōwhai tree in memory of Colleen Lockie in the Ilam Gardens, an official memorial organised by her daughter Siobhan Lockie, a UC psychology student, and with the support of Learning Resources.

The Alumni Marketing Campaign was launched and used by Careers, Liaison and Business & Law as well as the Alumni and UC Foundation team. Print ads appeared in *Kia Ora* (AirNZ magazine) and *The Press* in August, and on social media. Entry signage to UC's Ilam and Dovedale campuses feature alumni in the campaign, and the campaign was funded by UC Foundation donations.

Reunions were being organised by the College of Engineering (CAPE, Electrical and Mechanical) and will be supported in 2019. The alumni E-news was being prepared to be sent out in September to our 64,000 contactable alumni.

6.7 150th Anniversary of UC

Work began on the strategic plan for UC's anniversary year in 2023. Further details will be circulated. Queries to 150years@canterbury.ac.nz.

7. ENABLERS

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

7.1 Infrastructure

Full details of works are contained in the Appendix.

7.2 High Country Leases

No updates to report

7.3 Staff Matters

7.3.1 People matters

The collective agreement negotiations were still proceeding in a constructive manner, with a gap in meetings due to other commitments of some members of the negotiation teams. A further update will follow in next month's report.

UC's organisational culture development programme was recognised with a People and Culture award by the Association of Australasian Tertiary Education Management.

7.3.2 Health, Safety and Wellbeing

SMT signed off a revised policy on Prevention of Harassment and Bullying, with many staff and students making revision submissions. The policy is online in the policy library, including a link to a new website for students and staff. Further work was to be done on a new education programme.

8. Financial Outcomes: (Management Accounts to 31 August 2018)

August 2018	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	249,077	238,443	*10,634*	358,865	379,852	*20,987*
Total Operating Expenditure	250,920	247,147	*(3,773)*	366,752	371,624	*(4,872)*
Net Surplus/(Deficit)	**(1,843)**	**(8,704)**	***6,861***	**(7,887)**	**8,228**	***16,115***
Net Surplus/(Deficit) as a % of Total Operating Income	-0.7%	(3.7%)		(2.2%)	2.2%	
Capital Expenditure	**43,940**	**95,048**	***51,108***	**129,576**	**89,576**	***40,000***
Cash/ Short Term Investments/ Short Term Government Stock	**279,300**	**221,907**	***57,393***	**165,286**	**235,420**	***70,134***
Working Capital	**188,748**	**116,312**	***72,436***	**55,730**	**121,463**	***65,733***

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

Actual Total Operating Income is favourable to budget as at August 2018. This is due mainly to favourable variances to budget in research income excluding PBRF, sundry income, tuition fees, and interest income. This has been partially offset with unfavourable variances in other Government grants. Actual Total Operating Expenditure is unfavourable to budget. This unfavourable variance relates to total personnel expenses, total operating expenses, and finance charges. These unfavourable variances have been partially offset with favourable variances in depreciation.

We had been budgeting for an operating **deficit** as at the end of August 2018 of ($8.704) million, but have returned an operating **deficit** of ($1.843) million. This is a favourable variance to budget of $6.861 million.

Capital expenditure is $51.108 million below budget. $15.536 million of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year to date budget of $44.551 million. The remaining capital spend (excluding UC Futures), against budget, is favourable by $22.093 million. Significant amounts are subject to 'Final Account' discussions with contractors.

8.1 Cash Flow

The August 2018 cash position of $279.300 million is higher than budget by $57.393 million due largely to higher than expected balances at 31 December 2017, lower operating spend, and failure to meet budgeted capital expenditure expectations. We are holding adequate short term cash reserves to meet expected capital costs for all mainstream projects.

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. The University's achievement for 2017 was within the ranges set.

8.2 Working Capital

Working capital[1] of $188.748 million at 31 August 2018 is $72.436 million more than budget, mostly due to the higher cash balance explained above.

9. COLLEGE SUMMARIES

9.1 College of Arts (Te Rāngai Toi Tangata)

The College continued to work on its revised Strategic Plan, with a draft due at the end of September. The plan outlines eight core goals with associated strategic initiatives. This is an extensive process with input from across the College, and is intended to inform College priorities for at least the next three to four years.

The Social Workers Recognition Panel, which provides accreditation for the Bachelor of Social Work and related degrees, visited the College as part of its regular review cycle. The panel provided verbal feedback about the quality of the staff and the programme, and will soon produce a full report, and findings in relation to accreditation.

The College was in the final stages completing its International Growth Strategy, under the oversight of the Dean (International) Chris Jones and the College International Committee, which included an analysis of changes in our international profile over the last decade, and focused on target markets for increasing the proportion of international/full-fee students in the College, as well ways of improving the experience of those students.

The Head of the School of Humanities and Creative Arts, Professor Paul Millar, announced that he will step down from this role from early next year. Paul has been an inspirational Head of the School since it was formed in 2013, as well as having a leadership role under earlier structures. He will remain as Deputy Pro-Vice-Chancellor, and this role will expand to incorporate leadership of Research as well as other core projects in the College from next year.

Recent scholarly, cultural and outreach activities in the College included a substantial number of contributions to the recent WORD festival, such as *Free Radicals* at our Arts Centre location – an exploration of women in science in words and music, described by one reviewer as "a brilliantly blended balance of entertainment and education". Also in September we saw the publication of the latest issue of the journal of the Canterbury School for Continental Philosophy, *Continental Thought and Theory*, on "Thinking Sex with Alenkia Zupancic".

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

For details of such events and activities please see our regular newsletter, *Arts Update*, available at: http://www.canterbury.ac.nz/arts/arts-news/archive/arts-update/.

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

International student-related matters and events featured prominently in the College. In August the Business School welcomed 37 new Malaysian students, who transitioned into the BCom programme from the MARA KPM and KYS Colleges, and also farewelled the KYS College 'Ardents' cohort, who recently completed their two years' of studying at UC (BCom). The Business School also held an initial welcome event for 46 students who completed their UCIC studies in September and will transfer into the BCom degree programme in Semester 1 2019. About 25 Business School academics attended a training session facilitated by Jonie Chang, UC Senior Student Care International Advisor, addressing intercultural communication between international students and faculty. The first UC Global English Speakers' Gathering was held in the UC Centre for Global Experience on 12 September. A joint initiative between the Colleges of Arts and Business and Law, the aim of these informal, fortnightly lunchtime gatherings (pizza and refreshments provided), is to provide a relaxed space for international students to develop their conversational English skills and for domestic and international students to network and to learn from each other. Staff were also encouraged to attend. The Business School's international partner, Vienna University of Economics and Business was successful in obtaining Erasmus+ funding to support reciprocal student and faculty mobility (two students and two staff per year) between the two universities over the three-year period 2018-2010. Thanks to Dr Herb de Vries (MME) and Percy Chang for their work assisting this project.

Meanwhile, the Canterbury Law Students' Association hosted the New Zealand Law Students' Association annual conference at UC in August. Several members of staff were involved in judging student competitions. Congratulations to Tom Bagnall (LLB/BCJ), who made it to the final of the NZLSA moot competition and came second on a split decision. Congratulations also to LLM student Chris Boniface, who came second in the 2018 national thesis in three finals held at UC on 6 September.

9.3 College of Engineering (Te Rāngai Pūkaha)

As reported last month, interest was high in our female school student engineering residential week, WiECAN (to be held in early 2019), with over four times as many applications as places. Therefore we have been endeavouring to keep unsuccessful applicants interested in being involved with the College. These include offering them a private social media group and book vouchers should they choose to enrol at UC in 2020.

After more than a year without an EPECentre Director, we are delighted that Dr Radnya Mukhedkar is joining us from the UK to take up this position in early November. Radnya brings a wealth of experience in the power industry as a Chief Consulting Engineer with GE Power, coupled with experience in working with UK universities to promote the discipline and award scholarships to ensure a healthy pipeline of qualified engineers.

After the success of the new School of Product Design, whereby three times as many students enrolled in 2018 as budgeted for, we are planning for these students to move through to their second year. We also proposed a Product Design PhD to CUAP and will submit a Master's degree proposal in 2019 to complete the suite of offerings. Interest in the academic positions was high and we have attracted some outstanding international staff.

We recently interviewed two senior academics from the very prestigious university TU Delft, who were interested in taking up posts funded through the TEC's Entrepreneurial Universities scheme. The final business case to TEC to get these individuals approved was under way, with our plans already approved in principle. The funding will support the academics and associated teams for over four years, during which time they will be expected to build up their own substantial funding and entrepreneurial portfolios, and add significantly to UC's reputation in their research areas.

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

The pilot trial of our UC specialist study abroad programme for 10 students from Tokyo City University started successfully. The Vice-Chancellor Dr Rod Carr welcomed the students on 6 August to their programme which will run until mid-November. While our College is coordinating this initiative due to our established relationship with their early childhood studies students, this new programme is an across-university initiative. It is expected that up to 100 students from Tokyo City University will be studying at UC from 2020.

In July and August Visiting Canterbury Fellow Professor Toby Greany of the London Centre of Leadership in Learning, University College London, joined our College, hosted by Associate Professor Annelies Kamp and the School of Educational Studies and Leadership. His work focused on the global education policy shift towards collaboration and partnership, and the implications of this for system leadership. In addition to our students benefiting from his input into their learning, his visit attracted great interest from leaders in the Ministry of Education. Professor Greany's visit helped facilitate a strengthening of the profile of our UC researchers' contribution to educational leadership and we were invited to host the New Zealand Association of Research in Education's Leadership Special Interest hui.

College staff enjoyed sharing a morning tea in our new space in Manawa, a new building in the city's Health Precinct/Te Papa Hauora. This is an exciting opportunity for interdisciplinary teaching, research and professional learning across institutions and city-based health and education organisations. We are focused on supporting the realisation of these potential benefits.

Our 'Principals on Campus' days for both primary and secondary principals to meet graduating year students were again highly successful. Each year we attract increasing numbers of principals from around the country to meet UC teacher education students, to support their recruitment of new teachers to their schools and to share their knowledge with our students. The principals were impressed with the high quality of our students and it was great to see the graduate attributes we have integrated into our courses being observed and appreciated by the principals.

9.5 College of Science (Te Rāngai Pūtaiao)

The past month was another busy one. We continued to consider how best we engage with, and contribute to, the Kia Tōpū initiative – both in terms of what we already do and new opportunities. In this regard, work on the new degree, joint with Lincoln University, progresses with new vigour, now having the Kia Tōpū initiative as well as the MOU discussions with Lincoln as the wider context. Deputy PVC and Dean Professor Janet Carter is representing the College on both the Kia Tōpū Programme Board and the Research Institute Board. Professor Peyman Zawar-Reza, Head of the Department of Geography, is our other rep on the Programme Board, and Professor Brent Robinson, who joined us recently from Lincoln University, our other rep on the Research Institute Board.

As well as getting our work done for 2018, this has been a month of planning and looking ahead, as we finalised budgets, confirmed our contribution margin at College level, and updated our rolling operational plan for 2019. The Exec spent more time than usual in plenary, working on these issues, refreshing our thinking, and reflecting on our point in time on our longer term thinking.

In terms of progress on major strategic initiatives, a White Paper was launched and out for consultation on a proposed merger of the departments of Geography and Geological Sciences and the Waterways Centre for Freshwater Management into a large School. This is the last of three such proposals during the last two years. The decision on the proposal will be released after a period of consideration of submissions, and some further consultation. If a decision is made to proceed as proposed, this will be the culmination of decision-making in regard to a transition for the College from a set of nine 'business units' comprising one School, six Departments and two Centres, to a College comprising four Schools.

10. Conclusion:

Spring brings with it an optimistic tone. As the city rebuilds, it makes it that little bit easier for the University to prosper, in the same way the warmth of spring makes life a little easier. I have increasing confidence that the next decade will present opportunities for the University that may be unparalleled in its history. The things we value and are good at – knowledge creation and dissemination – will be keenly sought after and the learning environment we are promoting – collaborative, accessible, affordable, relevant, multi-disciplinary, research-informed, and evidence-based – will be highly attractive. To position the University, the City and the Region as it is has taken nearly a decade of significant effort by thousands of people and billions of dollars but the prospective rewards for our community of scholars promises to be exceptional. Momentum and trajectory are a great legacy.

11. Appendix 1: Building Update

Overall

- **RRSIC1** Code of Compliance was achieved on 2 August. Outstanding works and defect rectification are being progressively managed.
- **CETF** outstanding works and defect rectification is progressively being delivered by the UC Project Team now the Hawkins contract has been terminated. Settlement with Receiver/Liquidator was achieved.
- **Rehua** approaches completion but Hawkins continues to experience programme slippage with the UC Project and Consultant Teams providing as much support as possible to assist in coordination and mitigation strategies to protect occupation date of the building.
- **UCSA Building** experienced some challenges and a reset programme is targeting practical completion in July 2019.
- Work continued safely on all sites with no major injuries again reported for the last period.

Campus Construction Safety Group

All site teams continued to demonstrate good H&S practice and responded well to internal and independent H&S Auditing practices. The Round Table initiative to collectively undertake one construction H&S review prior to each meeting was received well by the group with all major construction sites visited. During the final quarter of the year a major incident exercise will be undertaken with all contractors to review and measure how each react and understand UC policy/requirements in such circumstances.

Current Building Status – Key Progress this Month:

Major work

Rutherford Regional Science and Innovation Centre (RRSIC)

RRSIC Stage 1 – Ernest Rutherford Building

The City Council issued final code of compliance certificate in early August. Fletchers made good progress undertaking defect rectification and finishing incomplete works over the mid-semester break. A work schedule for any remaining outstanding works was requested from Fletchers to be undertaken during the summer break where the remaining defects should mostly be completed. Establishment of research continued to be phased into the building, with focus on completing design of the Cryogenics and the PC2 spaces on level 4 and 5 being fit for purpose.

RRSIC Stage 2 – Beatrice Tinsley Building

The timber frame was completed along with the new floors and roof, works were progressing on the internal framing. The façade successfully passed testing in the factory and final consent was due in September. The first facade panels are due in early October.

Canterbury Engineering the Future (CETF)

Final Account was lodged on 12 March 2018. A settlement was reached with the receiver. UC will progress the completion of the project directly with sub-contractors. The main focus through

September was continuing to implement this work in consultation with the College to minimise disruption and to target their operational priorities.

Relocation of the College of Education Health and Human Development – Rehua (NEB)

Sub-contractor resource levels at the end August 2018 were averaging 140 on-site workers per day. The level of workers remained constant due to the extent of finishing works required prior to UC occupancy.

Despite submitted programmes from Hawkins suggesting early completion it was anticipated that operational occupation via a Certificate of Public Use was likely by mid-November in preparation for teaching in mid-January 2019. This matter was escalated to Downer EDI senior management by the Vice-Chancellor. UC operational access for decanting is programmed for 3 December 2018.

The external facade was a diminishing quality risk. Façade defects reduced significantly over the period. Athfields, UC and Hawkins were aligned on the scope of façade defects outstanding.

Scope and quality of intumescent (fire retarding) paint finishes was a major issue, however, ongoing inspections to verify the scope and quality of remaining areas, were undertaken to inform further remedial work.

Fit-out works proceeded across both top floor areas and were close to lock-up stage to enable defect repairs to be managed. Ground floor and atrium works progressed well.

The project team were monitoring key subcontractors and escalation pathways were established in the event that the UC operational access date of 4 December was put at risk.

Other Buildings/ Projects

UCSA

Substructure works to the building were complete and the superstructure was well advanced. The external envelope progressed over the past month with roof works and cladding continuing. Civil works were ongoing, and stormwater and sewer lines to the northwest swale completed.

The project team continued to develop the reset programme and Leighs submitted a programme targeting Practical Completion on 9 July 2019. The programme was reviewed by the external project manager and an independent programme expert and incurred additional costs which were under review by the PCG.

Logie and Locke refurbishment

Work by the programming consultant and quantity surveyor was undertaken to confirm the construction programme and associated costs. The option to carry out the work in two phases, building by building (Logie followed by Locke), was agreed and the College arranged to vacate the Logie building by early November.

The works were out to market, with five preferred contractors invited to tender. The site will be available to the successful tenderer from mid-November 2018, The forecast completion date for the entire project is February 2020.

School of Product Design space for growth

The business case to increase facilities for the School of Product Design was approved, the appointment of a design team and contractor progressed, with works planned over the summer break and facilities ready for use in Semester 1 2019

Connon Hall Seismic Strengthening

The design team was being appointed to commence the detailed design for the strengthening works to be undertaken in Connon Hall in the summer break. Specialist concrete contractors familiar with the required strengthening works were identified and reference sought, to be named within tender documentation.

Warehouse Lecture Theatre and Sports Lab Project

Works to the K1 lecture theatre and sports facilities were completed. Design wass under way to create a safe pedestrian route to the new facility from Ilam campus across University Drive, with works to be completed over the summer break.

Garden Hall – Hall of Residence

The business case to build a new hall of residence on UC land adjacent to the Bishop Julius Hall was approved to enter into a pre-contract agreement with the Southbase-led design team concluding with a fixed price lump sum offer to build the facility for consideration by Council in November. Capital Works appointed a Project Manager and Quantity Surveyor to the project, and was on track to receive the Preliminary Design in late September.

Communication Disorders relocation

The contract was awarded to Dominion Constructions which commenced building works. The project was on schedule for a December completion. Decant planning will start soon to align with the summer break.

Projects in planning this month include:

- College of Business and Law growth/accommodation planning
- Recreation Centre business case
- Learning and Teaching Spaces planning for 2019

11.1 Appendix 2: Upcoming Events Calendar

Date	Event name	Key goal
Thursday 4 October	UC Connect - The future of x-rays (MARS Spectral CT)	Engage
Wednesday 10 October	Community Meeting	Engage
Thursday 18 October	UC Connect - Black Flu: Why should we remember the 1918 influenza pandemic in New Zealand? (part of BECA Heritage Week)	Engage
TBC Wednesday 24 October	Canterbury Club Speaker Series: Mark Jermy	Engage
TBC Wednesday 30 October	Canterbury Club Speaker Series: Mark Jermy	Engage
Wednesday 7 November	Ekea! Year 10 UC Pathways for Māori	Recruit
Wednesday 7 November	Canterbury Club Speaker Series: Peter Field	Engage
Wednesday 7 and Thursday 8 November	MARS Spectral CT Workshop	Conference
Friday 9 November	Chancellor's Dinner	Engage
Friday 30 November	Careers Advisors Breakfast	Recruit
Tuesday 27 November	JSCE-NZ Joint Symposium on Earthquake and Geotechnical Engineering: toward next generation of ISO23469	Conference
Wednesday 28 - Friday 30 November	Talk Teaching 2018	Conference
Thursday 29 and Friday 30 November	Learning Legacies Symposium	Conference
Wednesday 5 December	UC Bound Christchurch	Recruit
5 - 7 December	2018 Biennial Conference of the Development Studies Network of Aotearoa New Zealand (DEVNET)	Conference
Wednesday 12 December	Graduation: College of Education, Health, and Human Development	Engage
Wednesday 19 December	Graduation: Colleges of Engineering and Arts	Engage
Wednesday 19 December	Graduation: College of Business and Law	Engage
Friday 21 December	Graduation: College of Science	Engage
Friday 21 December	Graduation: College of Education, Health, and Human Development	Engage

11.2 Appendix 3: VC Activities

Past	
30 August	• Spoke at the NZ Women in Leadership Conference in Wellington.
05 September	• Attended the ChristchurchNZ and Development Christchurch event with the New Zealand Investment Attraction Taskforce.
12 September	• Attended the Advisory Board to the office of the AVC M and NTRC Meeting
13 September	• Attended the Celebration of the 125th Anniversary of Women's Suffrage
14 September	• Met with Minister Woods
18 September	• Travelling to San Francisco and Seattle on UC Business for Alumni and Development purposes
Future	
25 September	• Meeting with Guangdong University
28 September	• Attending the 2018 Staff of the Year Awards
29 September	• Attending the Blues Awards held by the UCSA

11.3 Appendix 4: Enrolment Table

	Headcount						EFTS		EFTS						
	Applications to Enrol						Actual Enrolment		Full Year Enrolled						
	ATE Enrolment Week: 50 (08/09/2018)						Enrolments (08/09/2018)		Actual	Actual	Actual	Actual	Actual	Forecast (as at August)	Budget
	2013	2014	2015	2016	2017	2018	2017	2018	2013	2014	2015	2016	2017	2018	2018
Domestic 1st Year	3,945	4,189	4,271	4,937	5,205	4,979	3,206	3,597	2,886	2,922	2,974	3,254	3,262		
Returning	9,691	9,479	9,349	9,421	9,771	9,995	8,301	8,576	8,495	8,245	8,079	8,104	8,409		
Total	13,636	13,668	13,620	14,358	14,976	14,974	11,507	2,174	11,381	11,167	11,053	11,358	11,671	12,344	12,277
International 1st Year	1,455	1,959	2,414	3,253	3,278	3,891	713	878	304	336	445	607	744		
Returning	527	510	503	629	815	947	665	777	495	439	434	527	674		
Total	1,982	2,469	2,917	3,882	4,093	4,838	1,378	1,655	799	775	878	1,134	1,418	1,714	1,529
Total	**15,618**	**16,137**	**16,537**	**18,240**	**19,069**	**19,812**	**12,885**	**13,829**	**12,180**	**11,943**	**11,931**	**12,492**	**13,089**	**14,058**	**13,805**

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TE POARI AKORANGA

ACADEMIC BOARD

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

RECOMMENDATIONS TO THE COUNCIL
FROM A MEETING OF THE ACADEMIC BOARD
HELD ON FRIDAY 14 SEPTEMBER 2018

The Academic Board met on Friday 14 September 2018 and recommends:

1. **That the Council note the report from the Academic Board.**

2. **That the Council approve the changes, including the name of the policy, to the Critic and Conscience of Society and Academic Freedom Principles and Policy.**

Professor Ian Wright
Chair
Te Poari Akoranga – Academic Board
17 September 2018

UNIVERSITY OF CANTERBURY

REPORT OF THE ACADEMIC BOARD MEETING HELD ON

FRIDAY 14 SEPTEMBER 2018

TE POARI AKORANGA

The Academic Board reports for information the following matters that have been considered since the August 2018 meeting of the Board:

1. MATTERS ARISING

The Executive Director of Learning Resources, Ms A Hanlon, gave an update on REANNZ and Elsevier. There was a discussion about the partnership with Victoria University of Wellington to create an alternative service to "Tuakiri" should the anticipated reviews by REANNZ and MBIE of REANNZ service offerings still result in a costing model that doesn't justify the University re-joining some of REANNZ's services. Ms Hanlon also noted an update since the last Board meeting that Elsevier has now suspended the German institutions from accessing their online services in relation to the dispute of access licensing fees.

2. BUSINESS FROM THE CHAIR

The Chair noted that the Health Research Council are conducting consultation on setting the National Health Research Priorities. This is a public consultation and Professor G Gillion will be coordinating the University's response on this.

The Chair foreshadowed that there will be a meeting of the Academic Board to be held on 7th December to consider the case for a potential future relationship between Lincoln University and the University, so as to provide advice to the University Council before the end-of-year deadline set by the Government. This will be the only business for this meeting.

The Chair and the Academic Board extended their congratulations to Associate Professor Ekant Veer for his Award for Sustained Excellence in Tertiary Teaching, awarded by Ako Aoteoroa at Prime Minister's dinner earlier on the week.

Two nominations have been received for the vacancy on the James Logie Memorial Collection Committee. The Secretary of the Board will conduct an electronic election for the position next week.

3. THE VICE-CHANCELLOR'S REPORT

The Vice-Chancellor took his report as read and noted the following items:

- Expressions of interest in the Halls of Residence for 2019 has shown increased growth on last year. This is positive news but places pressure on this form of accommodation for the University.
- The University Council has approved the construction of a new hall of residence on Homestead Lane with the objective of availability for 2021.
- A note on the state of the various other building projects on campus.
- A note that the University is likely to make an operating supply for 2018 and this should give some confidence for meeting the 2019 budget.

A question was asked from the floor about the "UC Phone App" and what hosting arrangements had been made for this. Ms Hanlon took the question on record and agreed to provide an answer to the Board at its next meeting.

4. THE UCSA VERBAL REPORT

The President of the UCSA, Mr J Proctor, updated the Academic Board on the recent elections for the UCSA and noted a voter turnout of 41%; this being significantly better than all other New Zealand universities.

5. REVIEW: MASTER OF ENGINEERING MANAGEMENT

The Dean of Engineering, Associate Professor D Pons, introduced the academic review undertaken of the Master of Engineering Management, (MEM) and noted a number of recommendations. Following a question from the floor asking about the "upper limit" to the size of the programme there was a general discussion on programme caps. It was noted that caps were appropriate where there are resource constraints, e.g. the number of clinical placements, or available staff to teach. It was also noted that moving from a small cohort to large cohort does requires a change of pedagogy and change to the student experience. All of these factors need to be considered as part of a change. Moreover, it was noted that it was a PVC decision on resourcing and intended cohort size. It was noted that the MEM was not a loss making programme.

6. REVIEW: PROGRESS REPORT FOR POSTGRADUATE HEALTH SCIENCES PROGRAMMES

The Dean of Education and Health Sciences, Associate Professor J Mackey, introduced the progress report and noted in particular that the Health Sciences programmes had progressed a long way since their introduction. The reports were taken as read.

7. KIA TŌPŪ PROGRAMME BUSINESS CASE

The Deputy Vice-Chancellor prefaced the discussion by noting again the letter of invitation from the Chancellor to provide timely advice to the Council on the proposed Kia Tōpū business case. The Vice-Chancellor then gave a brief history of the initiative and noted points of concern raised in the previous discussion by the Academic Board, in particular:

- The proposal calls for a central budget rather than allocation to Colleges. The budget will include multi-year forecasting, and most of the expenditure is expected to be for staffing.
- A Research Institute Working Group will be formed to determine the research focus and research funding allocation.
- A Programme Development Group will be formed to determine what taught programmes might be needed and their form.
- A reiteration that the University needs to work on its collaborative culture both internally and externally. Further that the issue of Lincoln University should be viewed as one for collaboration.
- A desire to drive this quickly once it is approved by the University Council.

The Deputy Vice-Chancellor detailed the membership of the two working groups and noted that over 60 academics have responded to the initiative already, and with some 50 attending a workshop that morning on vertical farming.

- Members for Research Institute Working Group: Darryn Russell; Rachel Wright; Ian Wright; Te Maire Tau; Catherine Moran; Robbie Blakelock; John Hopkins; Paul Ballantine; Bronwyn Hayward; Paul Millar; Matthew Watson; Tom Cochrane; Sarah Lovell; Arindam Basu; Brett Robinson; Janet Carter

- Members for Programme Development Group: Catherine Moran; Darryn Russell; Rod Carr; Pavel Castka; Paul Ballantine; Sacha McMeeking; Paul Millar; Richard Green; Tom Cochrane; Billy O'Steen; Arindam Basu; Peyman Zawar-Reza; Janet Carter; Lindsay Jenkins; Anna Hall

In questions and comments from the floor:

- It was noted in the Financial Analysis that the modelling for research income doesn't look particularly aspirational and that the taught programmes will drive this initiative. Particularly concern that there might be a lack of focus on the nominal 40% of academic time on research.
    - Supervision income, SAC, is accounted for on taught side of the ledger.
    - Research income tends to be offset by matching research expenditure.
- Should we wait for the review of Lincoln University to conclude first?
    - The Vice-Chancellor responded against this on the basis that we can't control the timing or outcome of this review. Nevertheless the proposal needs to look to collaborate with Lincoln regardless of the outcome; and Lincoln is aware of this proposal.
- Would there be partnership with Massey University? Is there a preference to partner with Lincoln University?
    - The Vice-Chancellor responded that we would partner with those offering the best opportunities, and there was no particular preferences.
- There was an aside question about the suitability of the Ernst Rutherford in its current state to support the programme.
- A question was put on the "silo culture" of the University and ways to mitigate against this:
    - The Vice-Chancellor elaborated that both the issue of a central budget and the establishment of two cross-college working groups (academic and research) would ameliorate these issues.
    - There was also a discussion of the impact of the proposal on the contribution margin.
- A member observed that any new academic programmes needed to ensure that responsibilities relating to critic and conscience and communication needed to be addressed and maintained.
    - All academic development would follow our current standard academic processes
- The Pro-Vice-Chancellor for the Arts noted his support for the proposal because it is (a) pan-University, (b) the three themes are inter-disciplinary, (c) it provided a useful proof of concept for a different model for academic development.
- Another member noted his support because the proposal had room for a number of different perspectives including alternative food models to those proposed by a number of larger commercial interest groups, that currently tend to dominate the narrative.
    - The Vice-Chancellor agreed that the proposal was deliberately large, it had nevertheless been informed by discussion with some large producers, but that alternative models needed serious consideration especially when the majority of research expenditure in food came from the public purse.

8. CRITIC AND CONSCIENCE OF SOCIETY AND ACADEMIC FREEDOM PRINCIPLES AND POLICY

The Assistant Vice-Chancellor Academic introduced the report of the Learning and Teaching Committee and process for updating this Council Policy. She then introduced Professor J Heinemann who chaired the review. Professor Heinemann noted the history of the policy and

acknowledged the Vice-Chancellor's contribution to its inception. He noted in particular that we are still the only New Zealand university with a policy in this area.

A debate with questions and comments from the floor were taken:

- A question was raised about the potential conflict between individual and collective academic freedom
    - Professor Heinemann noted that such a conflict does not really exist; the guideline and policy provides for the necessary discussion but it does not extend decision making authority to individuals. Decision making sits with the University, which must weigh up the options.
- A question was raised about hosting contentious lectures.
    - It was noted that the policy ensures that a priori discussion has occurred.
    - It was noted that the Education Act while granting Academic Freedom to universities and it scholars, does not provide for the University to extend this to others.
    - The Vice-Chancellor noted that the policy gives confidence on how to respond to such issues.
    - It was also noted that much of the discussion also relates to Freedom of Expression, which is another matter.
- What is the University doing to ensure it is (proactively) acting as a Critic and Conscience of Society?
    - In part through this debate.
    - In part through Academic Audits
    - The Vice-Chancellor noted through the promotion of research stories. This was more than PR as it promoted contentious or less mainstream activities.
    - The Vice-Chancellor also noted that the recent response of the sector to the Review of Lincoln University was also an example of promoting university autonomy.

9. REVIEW OF THE ACADEMIC BOARD

The Chair introduced the agenda item and asked Associate Professor J Mackey (Chair of the Working Group) and Professor R Nokes (University Council Member and member of the committee) to comment. Professor Mackey noted her thanks to all the contributions to date on the review and noted that the Working Party felt it appropriate to pause the review at this stage to allow the Vice-Chancellor Designate to arrive and provide her views on the matter. Professor Nokes also affirmed this position and noted that Council also felt the new Vice-Chancellor should have input into the design of the Academic Board and this was not possible with her being so remote. A concern was raised that pausing now might lead to the process starting a new when resumed. A motion was put and carried to pause the review of the Academic Board to allow for the Vice-Chancellor Designate to consider the matter and to bring the matter back to the May 2019 meeting of the Academic Board. The Chair thanked the work of the Academic Board Review Working Group over an extended period of time.

10. DISCUSSION OF THE ANIMALS ON CAMPUS POLICY

A member asked for the College of Arts Section B report to be bought forward for discussion and in particular a motion in that paper to discuss the Animals on Campus Policy recently approved by the Vice-Chancellor. The Vice-Chancellor then gave a history of the development of the policy and noted that it was developed for Health and Safety reasons prompted by a request from a staff member. In essence it concerns weighing the risks and benefits of animals within buildings for individual well-being and those of others with fears, phobias and allergy issues with such animals.

In debate from the floor it was noted:

- A member noted that: well-being is an academic issue, the policy appeared to be grossly disproportionate to the problem, and that little time for consideration or consultation had occurred.
- Could the decision be devolved to Colleges or Departments than be made by the Vice-Chancellor?
- There was a discussion on the pros and cons of the Health and Safety issues verse the well-being of individuals.
- A question was raised about animals used in the work of say the Human-Animal-Interaction Research group. The Vice-Chancellor noting that these where explicitly catered for in the policy.
- It was noted there was an important power imbalance of a staff member (with potentially an animal in the office) and a student visitor.
- It was noted there are important cultural differences between the Western-held-belief and others towards animals, which might be less tolerant towards animals, and this should be considered in allowing them in offices.
- A member noted this was not an academic matter.
- There was concern the policy would by-pass useful conversations on the topic and it was noted that the VC approval would be required for the likes of a fish-tank.
- A motion was put that the Academic Board invite the Vice-Chancellor to undertake an immediate review of the policy. A motion was put to amend this to ensure such a review require consultation with staff. Both motions were defeated.

Dr Andrew Bainbridge-Smith
Secretary
Te Poari Akoranga – Academic Board
17 September 2018

INSERT the new text in **bold** type, delete the text ~~struck through~~

Critic and Conscience of Society and Academic Freedom Principles and Policy

Last Modified	February 2015
Review Date	April 2018
Approval Authority	Chair, University Council
Contact Person	Academic Quality Assurance Advisor, Academic Services Group, – Office of the Assistant Vice-Chancellor (Academic)

Commented [EN1]:

Introduction

~~The University values its obligation and role as a critic and conscience of society[1] and supports and encourages academic staff and students to responsibly practise the tenets of academic freedom of expression as central to the proper conduct of teaching, administration, research and scholarship. Implicit within this role is the freedom of academic staff and students to critique ideas both within and beyond the University itself.~~

The University values its autonomy, "the institutional form of academic freedom"[2] through which it guarantees fulfilment of the functions of academic staff and students. Academic freedom of expression is core to the University's obligation to be the critic and conscience of society[3] because academic freedom can only exist within an environment that encourages creativity, radical ideas and criticism of the status quo, and freedom is needed to express criticism.[4]

~~It is acknowledged that the exercise of academic freedom of expression is core to the role and function of the University. As with all rights and obligations, academic freedom carries with it certain responsibilities, expectations and accountabilities, and is exercised within a relationship of trust and confidence.~~

The purpose of this policy is to recognise the centrality of individual and institutional academic freedom to the betterment of society through the advancement of knowledge; to ensure that the exercise of academic freedom is a routine experience of scholarship and communication, so that it is exercised without fear of discrimination or disadvantage of any kind, and it is preserved and enhanced.

[1] Education Act 1989 S162 (4)(a)(v)
[2] "Recommendation Concerning the State of Higher Education Teaching Personnel" UNESCO 1997. http://portal.unesco.org/en/ev.php-URL_ID=13144&URL_DO=DO_TOPIC&URL_SECTION=201.html
[3] Education Act 1989 S162 (4)(a)(v)
[4] University of Canterbury submission to AQA Cycle 4 and Galvin and Woodhouse "Universities as Critic and Conscience of Society: The Role of Academic Freedom', March 2000, AAU Series on Quality, no 6.1.

Definitions

Autonomy means ("*Recommendation Concerning the Status of Higher Education Teaching Personnel" UNESCO 1997):* Autonomy is that degree of self-governance necessary for effective decision-making by institutions of higher education regarding their academic work, standards, management and related activities consistent with systems of public accountability, especially in respect of funding provided by the state, and respect for academic freedom and human rights.

~~**Academic Freedom – academic freedom pertains to any form of expression (including communication and performance). Academic freedom must never be interpreted as a right to act unethically, intimidate or discriminate against those who hold dissenting or non-conforming views or opinions.**~~

Academic freedom means (*Education Act 1989 s161(2) (New Zealand Legislation website)):*

a) The freedom of academic staff[5] and students, within the law, to question and test received wisdom, to put forward new ideas and to state controversial or unpopular opinions;
b) The freedom of academic staff and students to engage in research;
c) The freedom of the University and its staff to regulate the subject matter of courses taught at the University;
d) The freedom of the University and its staff to teach and assess students in the manner they consider best promotes learning; and
e) The freedom of the University through its Council and Vice-Chancellor to appoint its own staff.

Policy

~~Academic staff and students are expected to use academic freedom in a manner that is consistent with a responsible search for knowledge and its dissemination. Academic freedom of expression does not extend to behaviour that is illegal. Academic freedom should not be used to suppress the exercise of academic freedom of other academic staff and students.~~

~~Academic staff and students should uphold the good name of the University and exercise judgement in the best interests of the University. This obligation does not detract from the notion of academic freedom where members of the University examine social values and critique and challenge societal beliefs and institutions or individuals, in the honest search for knowledge and its dissemination.~~

Academic freedom of academic staff and students pertains to any form of expression (including communication and performance) intended to be affiliated with the University. To facilitate harmony between institutional and individual exercise of academic freedom, both the University and the scholar recognise the following principles:

- **All expression must be undertaken reasonably, in good faith and with suitable disclosure consistent with obligations under the Staff Code of Conduct or Student Code of Conduct;**
- **Those fulfilling the role of critic and conscience of society are aware of the distinction between linking their views with their University affiliation and official University comment;**

[5] ~~The policy extends to staff who as part of their duties are engaged in scholarly activities.~~

- **In any case of conflict over the responsible exercise of academic freedom or service as critic and conscience of society, resolution will be sought through a special sub-committee of Council that will include representation of the wider academic community, as required.**

Nothing in this Policy should be taken as decreasing University autonomy or the academic freedom of staff and students as protected by the Education Act 1989, or as implying that protections are less than provided for by the human right of freedom of expression. The policy extends to both students and all staff who as part of their duties are engaged in scholarly activities.

~~**Right to Academic Freedom of Expression**~~

~~An underlying principle guiding the University is to preserve, defend and enhance the traditional principles of academic freedom in the conduct of its affairs, so that all academic staff and students at the University are free to engage in critical enquiry, scholarly work and public discourse without fear of being disadvantaged or subjected to less favourable treatment by the University for doing so.~~

~~The University supports the right of all academic staff and students at the University to search for truth and to hold and express diverse opinions. It recognises that scholarly debate should be robust and uninhibited. The dissemination of knowledge demands academic freedom and this in turn demands the highest standards of integrity. Consequently, academic freedom confers no exemption from the laws of defamation[6].~~

Rights and responsibilities

Autonomy and the academic freedom of academic staff and students carry certain responsibilities, expectations and accountabilities. They can lead to the legitimate expression of divergent views but are exercised within a relationship of trust and confidence.

~~**Responsibilities of Academic Staff and Students in Exercising Academic Freedom of Expression**~~

~~Academic freedom does not denote the freedom to neglect the basic obligations of the employer-employee relationship. Academic staff and students may hold views and express them freely on all topics, even outside their expertise whilst identifying themselves as members of the University. This is the academic freedom of the Public Intellectual.~~

~~However, in exercising academic freedom, academic staff and students who communicate ideas publicly on topics outside their area of expertise should be conscious of whether it is reasonable, in the circumstances, to link their comments to their association with the University. Both the University and the scholar have an obligation to enhance the value of academic freedom to society.~~

Rights and Responsibilities of Academic Staff and Students in Exercising Academic Freedom of Expression

Academic staff and students may hold views and express them freely on all topics, even outside their expertise whilst identifying themselves as members of the University. In

[6] Galvin and Woodhouse Universities as Critic and Conscience of Society: The Role of Academic Freedom, 2000, AAU Series on Quality, number 6.1

exercising academic freedom, academic staff and students who communicate ideas publicly on topics outside their area of expertise should be conscious of whether it is reasonable, in the circumstances, to link their comments to their association with the University.

Academic staff and students have the liberty to speak freely, including on policies affecting higher education, and to criticise the University and its actions. In doing so, they should not undermine the institutional autonomy necessary for their scholarship or academic freedom.[7]

Academic freedom comes with "the obligation to respect the academic freedom of other members of the academic community and to ensure the fair discussion of contrary views."[8] Academic freedom is not a right to act unethically, suspend or disregard employment obligations, defame others, intimidate or discriminate against those who hold dissenting or non-conforming views or opinions, either within or beyond the University.[9]

A guiding principle of academic freedom is that in disclosing University affiliation, so also relevant funding or other potential conflicts of interest are disclosed, where applicable, consistent with principles of academic and research ethics.

Rights and Responsibilities of the University in Protecting and Enhancing Academic Freedom of Expression

Institutional autonomy comes with obligations[10], including the "effective support of academic freedom and fundamental human rights" of staff and students.[11] University autonomy "should not be used…as a pretext to limit the rights of"[12] academic staff and students. In accepting its role as critic and conscience of society, the University accepts a responsibility to both preserve *and* enhance academic freedom.[13]

~~**Principles**~~

~~To facilitate harmony between institutional and individual exercise of academic freedom, both the University and the scholar are subject to the following principles:~~

- ~~All expression must be undertaken reasonably, in good faith and with suitable disclosure;~~
- ~~In any case of conflict over the responsible exercise of academic freedom, resolution will be sought through a special sub-committee of Council that will include representation of the wider academic community, as required.~~

~~Those academic staff and students making comment to the media should be aware of their obligations under the~~ **~~Staff Code of Conduct~~** ~~**or**~~ **~~Student Code of Conduct~~**~~. Under the~~

[7] Recommendation Concerning the State of Higher Education Teaching Personnel" UNESCO 1997. http://portal.unesco.org/en/ev.php-URL_ID=13144&URL_DO=DO_TOPIC&URL_SECTION=201.html
[8] Recommendation Concerning the State of Higher Education Teaching Personnel" UNESCO 1997. http://portal.unesco.org/en/ev.php-URL_ID=13144&URL_DO=DO_TOPIC&URL_SECTION=201.html
[9] Galvin and Woodhouse, 'Universities as Critic and Conscience of Society: The Role of Academic Freedom', March 2000, AAU Series on Quality, Number 6, 1.
[10] Education Act 1989 s161 (3).
[11] Recommendation Concerning the State of Higher Education Teaching Personnel" UNESCO 1997. http://portal.unesco.org/en/ev.php-URL_ID=13144&URL_DO=DO_TOPIC&URL_SECTION=201.html
[12] Recommendation Concerning the State of Higher Education Teaching Personnel" UNESCO 1997. http://portal.unesco.org/en/ev.php-URL_ID=13144&URL_DO=DO_TOPIC&URL_SECTION=201.html
[13] Education Act 1989 s161 (1)

~~Communications and Media Policy, official University comment is the responsibility of the Vice-Chancellor or the appropriate member of the Senior Management Team or their authorised representative. The Manager, Communications and Stakeholder Relations and Media Consultant are authorised to provide comment on the University's behalf when appropriate. Where a media enquiry concerns a management issue in a particular college, school or department, it should be referred to the relevant Head who may speak if they have delegated authority, or refer it to the college office for comment.~~

Related Documents and Information

Legislation

- Education Act 1989 (New Zealand Legislation website)

UC Policy Library

- Communications and Media Policy
- Conflict of Interest Policy, Principles and Guidelines
- Staff Code of Conduct
- Student Code of Conduct

University Website and Intranet

- University of Canterbury Employment Agreement (Clause C.2.5)

External

- Academic Freedom of Expression Policy (University of Melbourne) (University of Melbourne website)
- "Recommendation Concerning the Status of Higher Education Teaching Personnel" UNESCO 1997
- "Universities as Critic and Conscience of Society: The Role of Academic Freedom" New Zealand Universities Academic Audit Unit 2000

Document History and Version Control Table			
Version	**Action**	**Approval Authority**	**Action Date**
For document history and versioning prior to 2013 contact ucpolicy@canterbury.ac.nz			
1.00	Creation of document and adding to UCPL.	Chair, University Council	Mar 2014
1.01	Scheduled review by Contact Officer.	Policy Unit	Feb 2015