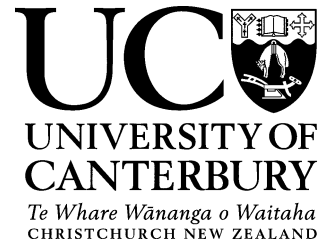


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**VICE-CHANCELLOR'S REPORT TO  
UNIVERSITY OF CANTERBURY COUNCIL AUGUST 2017**

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## 1. INTRODUCTION

UC continues to work extremely hard in a variety of areas directed at recovery, transformation and growing student numbers as well as supporting those already attending the University.

In the capital works space, completion of Rehua continues to cause concern. Although assured that construction will be complete this year, UC remains concerned this milestone will not be met.

All consenting for the new UCSA building was completed as expected in July, with Leighs construction company establishing itself onsite in August. This building is scheduled to be operating from February 2019.

Civil and Natural Resource Engineering moved into the new Structures and Fluids labs at the start of August, in advance of completion of the rest of the wing, allowing research to continue. This is a particular milestone for the CETF project.

The main RRSIC building (Stage One) is 95% complete, with the interior fit-out 85% complete, remaining on target to be open for students from the start of the 2018 academic year. The College of Science reports great interest from students to study science at UC Open Day in July – the first students who will utilise this building.

Analysis of UC Open Day on 13 July highlights the success of the day despite atrocious weather, which resulted in many from around the country being unable to attend on the day. Open Day still attracted the second highest number of attendees with 3,362 people being welcomed to campus.

The Open Day app introduced for the first time this year had a phenomenal engagement rate by industry terms being downloaded by 2,340 people and accessed 27,869 times. There were 9,745 interactions over the 52 Open Day sessions, compared to 7,786 over 44 sessions in 2016. 780 people went on the accommodation tours. The Open Day survey showed that on average people attended three information sessions, the majority found out about Open Day via our website and 80% are likely to enrol – prior to Open Day 60% of people were likely to enrol. 91% of people agreed that Open Day was a worthwhile experience.

Diversity Fest, which ran from 17 July to 4 August, was again successful in promoting inclusiveness on campus. It featured a range of gender, identity and cultural sessions, and a night food market, attended by 500 students. Also during the month, 280 international students from 32 countries attended the mid-year welcome, with 99% rating the event as helpful. Also in the student support space, the Disability Resource Service is on track to support a record number of students in 2017, continuing a trend of increasing support over the last five years.

UC finalised the review of the International Growth Strategy in July. First drafted in 2013, the strategy has seen an increase in the numbers of international students studying at UC. A 22% increase on 2016 international student numbers is expected by the end of this year.

In the Student First programme, the early release of Easy Enrolment (*myUC: Teaching*) went live on 1 August as planned. This has allowed student applicants interested in the Teaching Programmes to apply online for the first time. Nearly 50 applications have been successfully submitted. These early applications are allowing resolution of issues and incorporation of feedback and improvements before the main University release occurs in October.

These results – with the exception of ongoing concerns about the completion of Rehua – bode well as UC continues to make progress across a range of key strategic and transformational imperatives.

The Chancellor and Vice-Chancellor met with the Chair of the Lincoln Transformation Board along with the Chair of the TEC and Chancellor of Lincoln. An update was provided on the work of the Board and the expectation that they would provide the Lincoln Council with advice on vision, mission and achievability in October. It was clear that Lincoln is seeking to remain autonomous and sustain multiple relationships with Crown Research Institutes, businesses and a range of tertiary institutions to address its small scale while maintaining its focus. Further review of its teaching programmes and research focus seem likely to be recommended.

## **2. STRATEGIC MATTERS**

### **2.1 UC Futures**

In July, UC finalised the review of the International Growth Strategy, a document which outlines our overall plans to increase both full-fee international students and international students as a whole. International students are any students without New Zealand or Australian citizenship or permanent residency and they include students paying a full-fee and doctoral students paying domestic fees.

In 2016, 13.3% of UC's students were international students compared with an average of 15% for New Zealand universities. UC's 2016 student body included 9% full-fee international students against an average 12% for New Zealand. Overall, Auckland University has above the average ratio of both international and full-fee international students, and UC and Victoria have the least.

The International Growth Strategy was first drafted in 2013 and has been regularly updated since. UC continues to implement the tactics described in it and this has been reflected in a marked rise in full-fee international students at UC. July EFTS reports indicate a 22% increase in full-fee students over last year is likely by the end of 2017. As New Zealand international education continues to grow as a whole it is not expected that UC will exceed the national average proportion of full-fee international students under this growth strategy.

### **2.2 Rutherford Regional Science and Innovation Centre (RRSIC)**

The College of Science reported a successful Open Day this year with about 1,200 potential students and support people attending information sessions. The departments which will occupy the new RRSIC Stage One building had nearly 500 attending their sessions. This building is due for use for teaching in the first semester of 2018, when these students would likely begin at UC.

Construction of Stage One continues to progress with the overall construction reported as 95% complete by the end of July. Interior fit-out is reported to be at 85% and commissioning of the services and building at 35%. The commissioning of this building is complex and requires adequate time to ensure all of the mechanical and other services are working well. Observers walking past or looking in to this site will notice the progressive removal of internal scaffolding as each area is finished. Fletcher Construction is still advising practical completion early in October.

### 2.3 Canterbury Engineering the Future (CETF)

At the very beginning of August, the College of Engineering's Civil and Natural Engineering Resources department started to move into the newly rebuilt Structures and Fluids Labs to allow for student and academic research to resume. This is a major milestone for the CETF project and an important one, as this construction project has been delayed significantly since it started. Although that wing is not complete, the important laboratories are able to be used ahead of the completion of the rest of the wing to avoid further delays to the research programme scheduled for that area. This is a welcome development in the rebuild of the Engineering Precinct being carried out under the CETF project.

While Hawkins believes it may be able to complete the Mechanical Engineering wing by the 30 September contract date, it is indicating the Civil Wing may not be completed before 10 November.

### 2.4 Rehua completion and commissioning

UC has received and approved a new programme of work for construction of Rehua. It shows that construction will be complete this year, allowing College occupation in the New Year. However, evidence that UC now has, indicates that this is a tight schedule and the contractor is not meeting the milestones. UC has prepared plans to address the risk that this building will not be ready for occupation early in the New Year.

The College of Education, Health and Human Development continues its preparation for the historic shift from the Dovedale site to the Ilam Campus. The move will mean educators are able to use rooms which support modern learning and teaching methods both by their design and the AV technology built into them. One of the schools in the College has completed its introduction to technology available in the new rooms and this was received with acclaim by staff who have been working in older and less well-equipped rooms. Plans are also underway for the re-location of the Centre for Entrepreneurship and Executive Development Programme into Rehua.

### 2.5 Graduate Attributes

One of the key steps to the full implementation of the graduate attributes is to map the attributes against qualification structures and courses. Each College is working its way through this mapping process, which UC is aiming to complete by December.

A staff intranet site for the UC Graduate Profile is being piloted – key resources include guidance on developing a new course or programme and embedding attributes in existing courses or programmes.

#### **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.*

One of the mechanisms for understanding our graduate attributes is through programme reviews. Review of core academic disciplines is a key part of reviews alongside the graduate attributes. Four undergraduate qualifications are scheduled for review in the second half of 2017.

A working group has been established to evaluate the business case requested by the Council to develop postgraduate teaching and research to support the growing opportunity in the Primary Industries. The Group will be chaired by Deputy Vice-Chancellor Professor Ian Wright and includes the Pro-Vice Chancellors of Engineering, Science, Business and Law, AVC Māori and the Chief Financial Officer. Cameron Partners will continue to provide guidance and quality assurance. The case is due before year end.

### **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.*

Students from Law, Business and IT engaged in a ‘bootcamp’ weekend with employers Lane Neave to develop technological solutions to assist the legal sector. Students were mentored by legal experts and business people to arrive at innovative solutions to real-world problems. It was the first time UC ran this type of Bootcamp inside a corporate company and the results highlighted the potential for further engagement.

### **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.*

Staff are being supported in implementing the BiCC attribute with the workshops on Culturally Responsive Pedagogy in August and September. These workshops are an opportunity for staff to practice culturally responsive pedagogy in their teaching. The Kaiārahi are continuing to advise on course development to provide feedback on courses and mentor staff in embedding the BiCC attribute into the curriculum.

Darryn Russell and Liz Brown participated in the World Indigenous People’s Conference on Education (WIPCE) in early August. The University of Canterbury presentation clearly indicated that UC’s approach to cultural competency for all student across all programmes of study, appears to be a unique approach globally. The same can be said of our evidence-based approach to student development services, to similar services nationally and internationally. Based on conference presentations and kōrero, innovation in this area of cultural competency appears to be located within indigenous programmes of study or specific disciplines. A number of useful contacts were made while at this conference and are being followed up.

Darryn Russell was also able to reaffirm First Nation’s partnerships with the Ngāi Tahu Research Centre in some strategic conversations with the First Nations Tax Commission and the Tulo Centre of Indigenous Economics.

The Ngāi Tahu Research Centre is leading a Water Wānanga and a Tribal Economies presentation later in 2017. Both will be significant for the Centre and for the University and will continue to build collaborations with First Nations leaders.

The BICC hui planned for early September 2017 will be moved to later in September to suit availability of colleagues.

### **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.*

The Student Volunteer Army has continued to be active in the community with various activities arranged with community groups. The Community Engagement hub has recently hosted international students and visitors and provided the students with service-learning experiences with five community groups. Deans and course designers have been exploring methods of enhancing the community engagement in the curriculum and/or modifying the assessment so that the community engagement component of the course was highlighted. For instance, one course added a 'reflection' assignment to an existing community engagement module to enrich the student experience of the course.

### **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.*

The Centre for Global Experience has a physical location on the first floor of Karl Popper. The Centre is engaging with a number of Colleges, UCSA clubs and the International Relationships Office. Early efforts are on events and projects across UC. The Centre is working closely with the academic lead for the Global Awareness attribute to integrate the academic and experiential sides of the attribute.

## **2.6 International Growth Strategy**

The revised International Growth Strategy 2017 and Independent Quality Assurance of the revised Country Plans were presented to Council at end August.

## **2.7 International Partnerships**

Applications are open for the second Peking University Summer Programme which will be held in November-December 2017. This will involve 14 UC students spending five weeks at Peking University in Beijing, China. Two information sessions have been held promoting the programme, with more than 70 students attending. The International Partnerships Coordinator also travelled to Kuala Lumpur to hold meetings with staff and students from MARA, the Malaysian government sponsorship funding. Two UC students have participated in a three week exchange programme with our partner, the Paris School of Business, and have successfully completed the course: 'Doing Business and Entrepreneurship in Europe' worth 15 credits.

## **2.8 Study Abroad and UC Exchange**

A key focus for July has been the welcome and enrolment of Semester Two Study Abroad and Exchange students, with around 170 new Study Abroad and Exchange students now enrolled and course changes finalised. In a new initiative, two 'Go Pro' Study Abroad ambassadors have been selected from the Semester Two cohort and will provide video content throughout their semester. The team has also hosted site visits from key Study Abroad providers Arcadia and The Education Abroad Network in July, and planning is under way to welcome a number of site visits from US institutions in August. The 2018 Study Abroad prospectus has gone to print and will be distributed to all Study Abroad channels once delivered.

On the Exchange side, interviews have been completed for students applying for outbound exchanges for Semester One 2018. The Semester Two 2018 promotional round has started.

## **2.9 Recruitment**

The new Director of International Growth Strategies spent a week in China to meet with Allen Huang, UC's Director of Marketing for North Asia based in Beijing, and received a briefing on UC in Greater China. China activities in July covered expo participation in Beijing with key agents, agent training and visits to Shanghai to meet with agents and included a China roadshow with David Wareham (from the College of Engineering) for a week to Wuhan, Xi'An and Jinan.

IRO and the College of Business and Law attended activities in India in July organised by Edwise for UC in Mumbai, Pune, Bangalore, Coimbatore, Chennai, and Delhi.

Australian-based recruitment support partner Hobsons had their staff attend UC's Open Day in July. A UC briefing was organised between Hobsons, UC Colleges and key general staff in late July to develop the relationship to a more in-depth level of engagement at the operational level.

## **2.10 Pre-assessment**

Overall applications work in progress shows 1,529 applications compared to 1,451 the same time last year, with completed full offers 94 up. The recent recruitment trip completed in the last week of June by IRO and College of Business and Law in India resulted in a good number of applications from Edwise International.

Currently, the team is working with three FTEs, with the fourth FTE starting in first week of September. This increase will bring the team back to its required capacity to aid in meeting targets for 2018 intakes.

With the recent update from the Executive Development Programmes (EDP) Director on the cut-off dates for October intake, Pre-Assessments will focus on processing applications for October intake as a priority to ensure effective conversion management.

The agents continue to use UCLink portal to submit applications with good results. We have received 42 applications via this channel in the month of July.

Processes with Hobsons have been reworked and the service protocol document has been revived. Along with Offer and Enquiry Management and follow-up on incomplete applications, new processes have been agreed and put into practice to efficiently deal with applications from certain African countries. The changes aim at cutting down the time spent by UC staff on any application that is less likely to convert.

## **3. CHALLENGE**

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

### **3.1 Marketing**

Social media activity continues to be high with good engagement across Facebook, Instagram and Twitter. Student takeovers of our Instagram account and promotions with student clubs have driven growth. Promotions are under way with Halls of Residence. The Online Web Content Management System phase III project continues with the College of Business and Law the current focus. Google AdWords has experienced good growth as has video views and banner advertising response. Total online results (clicks, likes and video views) are up 96% year-on-year.



The undergraduate scholarship campaign has been in market utilising online and outdoor properties. The Auckland-Wellington offer, branded GO Canterbury, has been in market utilising outdoor, online and radio. A mature market campaign utilising newspaper and online marketing will be launched late August into the local catchment area. A Facebook and banner advertising campaign has been in the Australian market targeting New Zealand-born residents. There have been over 4,500 unique visitors to the website.

The development of specific ‘brand stories’ for the College of Education Health and Human Development and the School of Law is progressing. This has involved interviews with students, staff and alumni. A suite of videos will be implemented progressively over the year – the College of Science and the College Business and Law are currently in development.

The International Prospectus and the Study Abroad Guide have both been printed. The Postgraduate Prospectus and Enrolment Guide are being developed for launch in late September.

### **3.2 Liaison**

The biggest recruitment event for the Liaison calendar was a very successful Open Day on 13 July (see Events report for breakdown of the day). Due to bad weather on the day, Liaison supported the Colleges in running a ‘mini-open day’ on the following day for those whose flights were cancelled and rebooked to July 14.

The team had a total of 54 on-campus future student appointments during the month. Liaison is now moving into the course planning cycle for the recruitment calendar with school visits starting in Auckland and Wellington.

### **3.3 Admissions**

During July the Admissions Team was heavily involved in the development of Easy Enrolments teaching applications. The 1 August go-live for all online teaching applications was successful, and further work to ensure applications pass through to Jade (UC Student Management System) was completed later in the month.

Applications for entry to UC being assessed by the Admissions Team are progressing much faster than previously experienced following a number of changes and clarifications. The programme-specific entry requirements for postgraduate programmes were published online as part of the UC International Toolkit and clarifies entry requirements for 14 countries. This has provided a great deal of clarity for the Admissions and Pre-Assessment teams, as well as recruiters and agents, and has reduced the number of borderline deliberations.

### **3.4 Contact Centre and Enrolment**

Preparation is under way to ensure that the team will be fully resourced by October.

The new Contact Centre software is now into the third month and is operating well, with any glitches being dealt with in a timely manner.

Applications for programme entry through the new Student First system have been tracking well, with students being able to navigate the new application with ease.

Within Shared Services the focus has been on assisting Scholarships and other teams, together with upskilling to enable the team to fully enrol UCIC students. This takes this cohort of students out of the Enrolments area during peak times of the year and ensures timely enrolments.

### **3.5 Scholarships**

Scholarships staff participated in Open Day, providing Fees, Funding and Scholarships presentations, freeing up liaison officers to provide advice during the day. UC masters and doctoral scholarships offers were made at the end of July and the new Welcome Home Scholarship for New Zealanders living in Australia was approved and ready for market. The Scholarships Office has taken on the role as secretariat of the Scholarships Advisory Committee from July onwards.

Preparation for the closing of the school leaver round and ensuring scholarship offers are provided alongside Halls of Residence offers has progressed well and actions have been achieved ahead of plan.

Staff have been involved in investigating a malfunction with the scholarship application software that led to a privacy breach. Improvements will continue to be tested into early August.

Additional temporary resource in the team has enabled the undergraduate scholarship round (for current students) to be processed one month ahead of last year, which is designed to improve conversion rates. Work is being undertaken to identify larger improvement projects to progress in anticipation of the Student First programme.

### **3.6 Accommodation**

July saw preparation for the application process with an update of the form to include more information for better reporting and tracking of applications. The introduction of the \$100 application fee links the payment system to the application system.

A flatting expo was held on 27 July with many students attending and receiving information from property agents, Tenancy Protection Association, Tenancy Service, UCSA Advocacy and CLV. The flatting guide was handed out to provide a reference for students when embarking on the transition from halls of residence to private rentals.

### **3.7 UC RecCentre**

#### *Visits*

July turnstile counts are about 15% lower than in 2016, numbers down by 4,000 individual visits to 23,739 in 2017. This is likely explained by the later return of students for Semester Two. July 2016 contained three weeks of term, whilst 2017 has just two weeks of term. It is still averaging 5,900 visits per week.

#### *Membership*

As at 31 July 2017, there were an estimated 8,924 members, of which 8,372 are students (93.81%). This is an additional 645 students (up 8.35%) since last month, and when compared to 31 July 2016, is an increase of 552 students (up 7.06%). All other membership types have remained steady, losing just two memberships overall. Currently, 552 memberships (6.19% of total membership), are spread relatively evenly across UC staff, UC Alumni, non-UC students, community and UC Sport, reflecting the commitment to student-centric services.

#### *Current Promotions and Activities*

A free badminton court hire promotion is currently under way. This is part of a research process to see uptake and gather feedback for possible permanent introduction in 2018, funding permitting. It follows on from the free Squash trial in Term Two, which was well received.

### 3.8 UC Sport

UC has more World Champions, with students Braydon Ennor, Tom Christie and Will Jordan making up part of the New Zealand Under-20 Rugby team which reclaimed the junior world championship with a one-sided 64-17 triumph over England in the final.

At the recent World U23 Rowing Championships three UC students were in action representing New Zealand. Matthew Mesman was twelfth in the double sculls, while Tom MacKintosh and George Howat were seventh in the Men's eight.

The UC men's hockey team competed strongly at the UTSNZ hockey championships. Only losing one game, which proved pivotal in missing the final, they easily took out the bronze medal match. The team received points for finishing second because the first placed team was a combined University side. Three UC players were selected in the New Zealand University team – Bryce Smith, Sam Mark and Hugh Hendrickson.

After a strong regular season, the University of Canterbury rugby club's premier men's side made the final of the premier club competition for the first time in six years. They met a powerful Lincoln University team which was the eventual winner, 25-19.

### 3.9 Student Success

#### *Disability Resource Service*

To date, 555 students have registered with the Disability Resource Service (DRS) and are engaged with their advisors and staff from the Alternative Format Centre to access support and assistance with their studies. By contrast, the Disability Resource Service was supporting 565 students at the end of the 2016 academic year. This means we are on track for another record number of students utilising the service. The DRS has experienced this pattern of increasing demand over the past five years.

The DRS delivered a seminar on Disability Supports in a New Zealand Tertiary Education setting to students from the Nanchang Normal University Educational Management Training Programme as part of UCs International Short Course initiative.

#### *Careers, Internships and Employment*

In educating students in career management skills and assisting employers to recruit students and graduates with matched skills, the Careers, Internships and Employment (CIE) team engage with a variety of stakeholders and in a variety of ways. In addition to the regular one-to-one career consultations, career decision-making and job search seminars and workshops, CIE activity and engagement included:

- Career education delivery for Colleges and academic programmes including the Executive Development Programme, Education, Forestry and Geography.
- Delivery into Halls of Residence – University Hall and College House.
- Seven 'Parents as Career Educators Seminars' in Nelson, Invercargill, New Plymouth, Hamilton, and Christchurch. These are targeted at parents of prospective year 11–13 students.
- Career Activator Seminar attracting about 80 mainly International students.
- ICT Career Fair involving 24 exhibiting employers and with about 500 students in attendance.
- Attendance and participation at the College of Education, Health and Human Development's 'Secondary Principals' day.
- Hosting of work place tours for students to UC departments including HR, Finance and Marketing.

- Consultations with subject matter experts for all UC major subjects for the update of the ‘UC Careers Kit.’
- Collaboration with the Academic Skills Centre and delivery of a series of workshops focused on ‘Career and Communication Skills.’
- Hosting of employers for student and graduate job interviews.

### **3.10 Student Experience**

#### *The Mid-year Welcome*

The Student Experience Team welcomed 280 students from 32 countries at the Mid-year Welcome event on 11 July. All new-to-UC undergraduate and postgraduate students, including those on study abroad/exchange programme, were invited to attend this special welcome event. The programme included information sessions about UC support services, an opportunity to meet UC student mentors, and a range of bicultural content. Evaluations showed that 99% of attendees rated the event helpful, and that attendance made them feel welcomed by the University and able to identify resources to help them succeed in their studies. Of particular note was the popularity of the Te Reo lesson and the New Zealand Police presentation about keeping safe and well in New Zealand. A highlights video was produced and the link distributed to all new-to-UC students, along with a checking-in phone call on 29 July as part of the mid-year call out.

#### *Diversity Fest*

Diversity Fest 2017 began on 17 July with an event-filled programme running through to 4 August. Conceptualised and delivered by ten of UC’s international student clubs with support from the Student Experience Team, the programme included an International Night Food Market on 28 July which was attended by 500 students who had the opportunity to share their cultures through food and performance.

#### *PG Research Student Orientation*

Seven PhD and three masters by research students attended the July Postgraduate Research Student Orientation. The group, comprising eight international students from seven different countries and two New Zealanders, all rated the session highly, especially regarding information about services to assist and support them during their student and academic journey at UC.

#### *Semester Two Call Out*

A callout took place on 29 July. The seven callers were drawn from the pool of mentors and included Postgraduate students. All had worked on the Semester One callout, so were already trained, but attended a refresher briefing. In all, 700 calls were made, with 43% successfully reaching the first-year students. Students who did not answer their phone were sent an email describing the purpose of the call and asking about their experiences. A report is currently being compiled and will be disseminated when complete.

#### *Go Canterbury*

Following the completion of mid-year exams, all students on Go Canterbury scholarships with a GPA of less than 5.0 were contacted by the Coordinator to ‘check in.’ Services were identified that the students were encouraged to contact, and tutoring offered with the view to improving their success. CLV staff have helped to organise tutors at UniHall and we are collaborating well on providing a strong team of tutors. Uptake has noticeably increased.

### **3.11 Transitions Programmes**

The second Certificate for University Proficiency (CUP) intake started in July. Including seven repeating students, 88 students have enrolled for Semester Two. In 2016, this same intake had 87 students. The most significant difference is growth from 14 to 21 students in the Māori and Pasifika cohort this year.

Project update:

- **Flexible learning:** The first iteration of distance learning is operational. The core paper is currently available as a distance option and has five enrolments. Another four Arts and Education papers are scheduled to start in the October intake, if approved by the Board of Studies.
- **Hagley agreement:** Talks about the MoA with Hagley College have been concluded and the contract is ready for legal review. Over the next month logistical and administrative process will be discussed with a view to improving students' experiences of dual campus delivery. Thereafter, both parties will start discussions around pathways and marketing to grow the programme 20 percent over the next three years.

### **3.12 Pacific Development Team (PDT)**

#### *Retention*

The Pacific Development Team (PDT) has moved its student reporting and engagements to Careers Hub. This means that all student appointments, case notes, emails, and reporting now go through this system. It is far superior to the SMS SEE tool that was being used, and PDT is the second student development team after MDT to move to the new platform. It is hoped time efficiencies will result.

Pre-enrolment call outs were made to all new to UC Pasifika students inviting them to the UC mid-year orientation and also to drop into the PDT offices to get to know the team. Academic Progress Review had 17 students come up with decisions by Academic Administration Committee, and the PDT has attempted contact with all of them to assist them through the process.

#### *Recruitment*

The UCMe XL Holiday programme was held in the July holidays with around 100 Pasifika students attending. A large number were able to come to the UC Open Day to give them an idea of what study will be like at UC. This programme was the largest for the July programme and we are looking forward to an increase in October.

#### 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 Research and Innovation**

##### **4.1.1 Research Funding**

The New Zealand public-benefit research funding landscape continues to evolve, with generally more targeted, but fragmented, funding sources.

The Strategic Science Investment Fund (SSIF) supports longer-term programmes of mission-led science and science infrastructure of enduring importance to New Zealand.

It was formed in 2016 from Crown Research Institute (CRI) core funding, independent research organisation capability funding and other infrastructure funding but where a significant proportion can now be openly competed by any research provider. The Ministry of Business, Innovation and Employment (MBIE) has released an updated Investment Plan (2017-2024) that details:

- the principles of the SSIF
- the investment signals for SSIF programmes (worth \$198.7M in 2017/2018)
- the investment signals for SSIF infrastructure (worth \$62.3M in 2017/2018)
- the current funding profile
- new funding and opportunities
- how existing funding will be renewed

SSIF infrastructure intentions:

Continued SSIF support	Australian Synchrotron Nationally Significant Collections & Databases New Zealand eScience Infrastructure (NeSI) Research Vessel Tangaroa
Refocussed SSIF investment	Research and Education Advanced Network for New Zealand (REANNZ)
New SSIF investment	Advanced Genomics Research Platform Enhanced Natural Hazards Monitoring
Participate in negotiations	Square Kilometre Array

The plan signals the following new investments:

- \$19.5 million over four years to support natural hazards research and improve our ability to monitor hazards on a 24/7 basis
- \$21 million over three years to support an Antarctic Research Platform that will explore the unique environment of Antarctica
- \$21 million over seven years for a new strategic investment in the Research and Education Advanced Network New Zealand (REANNZ) to enable data-intensive research and high-performance science applications.

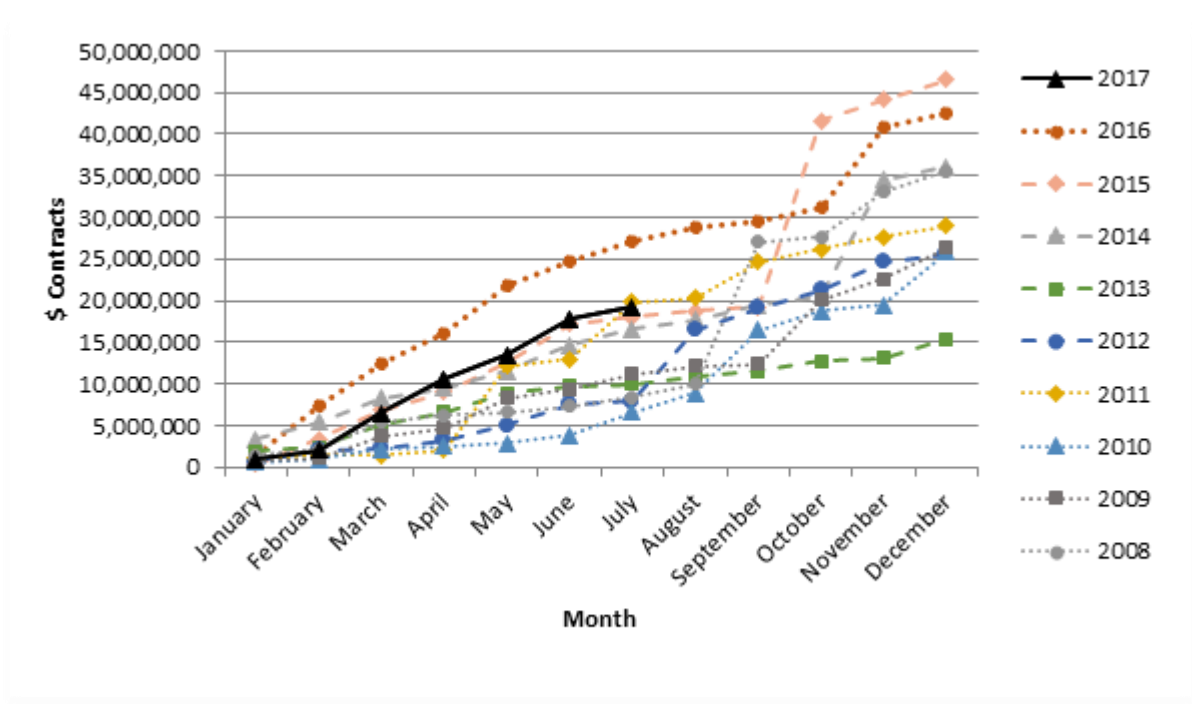
UC continues to both engage in the development of these SSIF initiatives, and the bidding for the competitive elements of them, as the process allows.

The Marsden Fund Council has produced an investment plan which outlines the changes to the fund for 2018. These include:

- introducing a new award to support large interdisciplinary projects, worth up to \$3 million
- allowing researchers to apply for follow-on awards to sustain momentum for outstanding research
- modifying assessment criteria to align more closely with the National Statement of Science Investment (NSSI), including the potential for significant scholarly impact
- trialling a broader assessment panel structure, ‘Humanities, behavioural and social sciences’ (HBS), which would merge the Social Sciences (SOC), Humanities (HUM), and Economics and Human & Behavioural Sciences (EHB)
- undertaking additional moderation between panels to ensure the quality and consistency of research selected from all disciplines
- providing more feedback to institutions and unsuccessful applicants on preliminary proposals, in particular for fast-start applicants.

Further details on the implementation of the plan will be provided to the science community through a series of roadshows around the country. The Marsden Fund Council is developing a Performance Framework for the Fund which will be published later this year.

Research and Innovation is managing 426 research contracts, worth a total value of **\$136.1m**. In 2017 year to date, 140 contracts worth a total value of \$19.7m have been executed, and 21 contracts worth at least \$4.6m are pending (i.e., in the process of being executed). UC holds 55 National Science Challenges contracts worth \$21.1m (with four contracts worth \$1.7m pending), and 72 CoRE contracts worth \$27.7m (with five contracts worth \$0.2M pending).



#### 4.1.2 Research Development

UC has submitted, as lead partner a MBIE Partnership proposal through the Quake Centre, with a significant consortium of industry partners (including Fletcher Building, Trust Power, Meridian, Mercury, Genesis Energy, EQC, Fulton Hogan, Holmes, Opus, C.Lund & Son, Holcim, John Jones Steel, Powell Fenwick, Christchurch City Council, Wellington City Council, Auckland City Council and WaterCare).

The proposal, if successful, will (1) develop new material technologies, with initial focus on improving the integration and seismic restraint of non-structural elements, (2) use big data to improve infrastructure design and management, and (3) develop new digital building design strategies.

UC has submitted to the NZ Defence Force a capability statement in the “domain” of space research and service interests in response to the recent publication NZDF’s Space Services Consultation initiative. This follows UC’s connection with the recent Rocket Lab Limited developments, which have propelled New Zealand to be the eleventh country with a space programme that is capable of launching satellites from its own territory and the first country to launch from a fully private orbital launch range. UC is very keen to engage in research and development activity to support this nascent industry sector and New Zealand’s developing space programme.

UC has significant capability in “**Space Science**” including:

- (1) Detection, tracking and surveillance,
- (2) Satellite remote sensing and sensor systems,
- (3) Imagery, image processing and data transmission,
- (4) Geospatial information systems and mapping,
- (5) Earth observation which provides imagery or data relating to the Earth and its atmosphere,
- (6) Scientific experimentation which gathers knowledge to better understand physical phenomena.

In parallel UC has expertise in the development of “**Space Technology**” including:

- (1) Communication systems where the objective is to transmit or receive signals for a user terminal or gateway or between space technology vehicles,
- (2) Guidance, navigation and control systems,
- (3) Power systems,
- (4) Satellite systems,
- (5) Propulsion and vehicles, and
- (6) UAV and autonomous vehicles.

Proposal scoping within UC is ramping up for the 2018 MBIE round, with 42 concepts being developed for either Smart Ideas or Research Programme bids.

#### **4.1.3 Research Reputation**

UC will be hosting the TEC Performance Based Research Framework (PBRF) roadshow on 24 August. The PBRF team and auditors (KPMG) will brief UC on the guidelines and the audit process – these sessions are aimed at those who administer the PBRF process. The TEC is also running a report workshop to gather feedback on the 2012 PBRF Results Report and take feedback on what should be in the 2018 PBRF Results Report. The PBRF auditors will be undertaking a process audit site visit at UC on 13-14 September. This will include a discussion of processes for determining staff eligibility to participate in the PBRF, verification of outputs and research contributions, and sample testing of eligibility, outputs and research contributions.



#### **4.1.4 Postgraduate Research**

Postgraduate research student numbers continue to increase enrolments and see a complementary trail of submissions.

Highlights for the month comprise:

- Doctoral numbers continue to increase slightly with 1,041 currently enrolled and active at the end of July. This number does not include those on suspension so actual Doctoral numbers are about 10% higher than these. Of those enrolled the majority are PhDs, with about 20 Doctors in Education (EdDs) and one Doctorate in Music Arts (DMA). There are about 761 Masters thesis students enrolled in July. These numbers are broadly similar to last year.
- In July we had 13 new PhD enrolments and 23 submitted their PhDs for examination.
- Currently we are running a series of New Supervisors workshops. These are required for new academics to become senior supervisors of PhDs. 24 academics are attending the three three-hour workshops. There are at least 18 new academics who have not been able to attend this round.
- The annual UC thesis-in-three finals were held mid-month. The thesis-in-three is an opportunity for each student to describe their thesis to a general audience in three minutes, using one Powerpoint slide. 15 PhDs and Masters students, three from each College, competed for cash prizes and an opportunity to represent UC in the Masters Nationals in Wellington, and a PhD Australasian event in Brisbane. All the presentations were filmed for use in general UC promotion and future student recruitment.
- The latest round of UC Doctoral Scholarships is being finalised. Currently 39 students have been offered scholarships. To be offered a scholarship in this round applicants needed an adjusted GPA of greater than 8.60, indicating that as usual only the very top students receive UC Doctoral Scholarships.

The numbers for July PhD and Masters comprise:

PhD = 1,041

Postgraduate taught = 1,161

Masters Research = 761

New PhD enrolments July = 13

PhD Submissions July = 23 (14 of which were scholarship holders).

## **4.2 Academic**

### **4.2.1 Academic Services Group**

Academic Services continues to work through a number of issues to prepare for the 2018 teaching year. The group has almost completed the CUAP proposal stage through to Academic Board for the year. This is by no means the end of the process, as there are CUAP rebuttals and TEC funding approval to be confirmed. It is not unusual for this process to end in the week just before Christmas. In the background, behind the academic QA processes, also lies the work around publications and loading the data into the Student Management System. This is a very intensive time because other changes that are also taking place. These include the minor course changes, setting of the fees and the major pieces of work behind the regulations review.

It is pleasing to note that all of the qualifications and the general regulations will have made Academic Board by August. Regulations review is a continuous process, but we should now see some reduction in the intensity of this work. The next piece of work in this space will however deal with the difficult topic of the course catalogue and our coding regime.

This is important for a number of reasons, but especially in planning and risk mitigation. As with all of our work a student-centric approach will be taken.

Academic Services has also been assisting the Learning and Teaching Committee with the development of a new Learning and Teaching Strategy. To date the Committee has held three workshops on the topic with a fourth later in the month. It is pleasing to note that other groups are also engaging with this process, and we have run or facilitated workshops with UCSA and for service units.

Other work in the group includes:

- The summer programme will soon be going live with the usual advertising campaign.
- The survey of postgraduate (thesis) students is currently under way (this runs every two to three years) and the response rate in the first three days has been 15%. Please encourage your students to participate.
- Other, taught, surveying is also being finalised.

Finally, the Special Consideration process has been running for over 18 months and as indicated at its introduction, a review will be undertaken. Planning for this has now begun.

#### **4.2.2 Timetabling**

The web data collector has closed and the 2018 data has been imported for scheduling. This year the team hosted drop-in sessions which were well received by the academic community on campus. Unfortunately a number of courses were missed in the data collector due to CUAP and MCCS delays, and these will need to be manually entered by the team, resulting in some inefficiencies. The timetable team will be working closely with those affected departments over the coming weeks to insure that their data is correct and will aim to improve this for the 2018 data collection process.

#### **4.2.3 Student First Programme**

The early release of Easy Enrolment (*myUC: Teaching*) went live on 1 August as planned. This has allowed student applicants interested in the Teaching Programmes to apply online for the first time. So far 46 applications have been successfully submitted. These early applications are allowing us to resolve any issues and incorporate feedback and suggested improvements prior to the main University release taking place in October.

Academic Regulations are now in the home stretch. In August, the last of the general and qualification regulations will move to Academic Board and any associated CUAP changes will be incorporated into the final 2017 CUAP submission. The Working Group continues to move quickly to advance changes for incorporation into the 2018 Calendar as does Publications with 90% of regulations loaded into our systems. Focus for August and September will centre on final proofing and supporting our staff to work with the electronic/ print versions of the new calendar.

### **4.3 Office of the AVC Maori**

*Tangata Tū, Tangata Ora staff professional development programme*

As there is significant demand for this programme and a long waiting list, another general session will be scheduled in November 2017. The Registrar's Office participated in a tailored Tangata Tū, Tangata Ora programme held at Ngāti Moki Marae, Taumutu. Feedback received has been very positive on the course content and the importance of the location.

## Te Ohu Reo

There have been a large number of requests over the mid-year break and into Semester Two and it is very pleasing to note the number of requests received via the online form. To best manage this mahi (work) and provide guidance about timeframes, we intend to provide a schedule for requests for 2018 and will publicise this later in 2017.

## Kaiārahi Colleges

The Kaiārahi continue to work with the Colleges to achieve goals for 2017 and 2018. The Kaiārahi are also teaching into a range of undergraduate courses. A topic for focus and development into 2018 is that of bicultural competency and confidence outcomes in Masters programmes. This topic will be on the agenda at the September BICC hui. The Kaiārahi are also carrying out analysis of their 2017 work activities to date and are planning for 2018.

## Kaiārahi Service Units

The Māori Library strategy was presented to the Senior Management Team recently and the Kaiārahi assisted in the development of this strategy document. Ākonga Tū was held for a student group and a tailored Tangata Tū, Tangata Ora workshop was held for the UCSA staff. Requests for bilingual signage for the John Britten, RSIC and Civil Engineering buildings have been mostly completed, with the development of specific technical terms to be handled by a wider group of translators.

## SharePoint

SharePoint training has taken place in August and is almost completed. A final project involving the Te Ohu Reo workflow and resources is under way. We have been uploading 2017 documents and will have a go-live date confirmed once details are completed.

### 4.3.1 Te Ratonga Ākonga Māori - Māori Student Development Team

The Maori Student Development Team has been updating publications and planning for Te Wiki o Te Reo Māori in September 2017. The team is now engaged in the Term Three callout, which involves calling all new to UC second semester students and calling all first year Maori student which started in semester one. Ms Michelle Bergman is the successful candidate for the role of Maori Outreach Advisor and is now part of the Māori Student Development Team. Figures from the July 2017 trend report are below.

Domestic headcount:

Head Count	Domestic													
	JULY													
	2013	2014	2015	2016	2017	2014	2015	2016	2017	2014	2015	2016	2017	
						change on prev year	change on prev year	change on prev year	change on prev year	% change on prev year	% change on prev year	% change on prev year	% change on prev year	
<b>Total</b>	945	960	1,014	1,116	1,197	15	54	102	81	1.6%	5.6%	10.1%	7.3%	
<b>Academic College (course based teaching splits)</b>														
College of Arts	362	377	379	464	500	15	2	85	36	4.1%	0.5%	22.4%	7.6%	
College of Business and Law	219	216	261	310	350	(3)	45	49	40	(1.4%)	20.8%	18.8%	12.9%	
College of Education, Health and Human Development less Ed Plus	313	310	315	283	294	(3)	5	(32)	11	(1.0%)	1.6%	(10.2%)	3.9%	
College of Engineering	214	238	267	349	372	24	29	82	23	11.2%	12.2%	30.7%	6.6%	
College of Science	264	289	329	374	372	25	40	45	(2)	9.5%	13.8%	13.7%	(0.5%)	
Service Units	31	35	32	52	57	4	(3)	20	5	12.9%	(8.6%)	62.5%	9.6%	
<b>Total</b>	945	960	1,014	1,116	1,197	15	54	102	81	1.6%	5.6%	10.1%	7.3%	

### 4.3.2 Maori Outreach and Recruitment

Eke! Year 12 was a positive experience. Māori high school students were surveyed before this event and afterwards. Those who could see themselves at UC increased from 25 per cent pre-event to 48 percent after the event (self-evaluation).

The Women in Leadership breakfast was held recently which was an opportunity to re-engage with several Year 13 Māori high school students. August has been a month involving planning and organising a range of outreach and recruitment activities for the remainder of 2017 and early 2018.

## 5. CONNECT

### Communications and Engagement

<i>Engagement Data</i>	
Intercom	Open rate 42% (International benchmark = 21.8%) Click rate on a story 54%
Insider's Guide (student newsletter)	Open rate 51.5% (International benchmark = 21.8%)
Twitter	Ranked second for Twitter engagement 5,353 followers (95 new followers in July)
Stakeholder Update Newsletter - July	890 Recipients Open rate 41.7% (industry average = 17%) Clicks 8.3% (industry average = 2.2%)

### 5.1 Project Communications

An animated video that encapsulates all existing elements of the cultural narrative as it applies to the UC campus has been commissioned. It will provide a framework that also enables future elements to be included and will be utilised through a variety of channels.

A paper has been prepared to revive the UC Legends initiative in the online environment by including our highly celebrated alumni as an accessible chapter in the UC Story.

Communications to support the UCSA ground-breaking event were implemented. Media coverage included the Press/Stuff and the Christchurch Mail. Sponsor signage was also installed on the UCSA hoardings to acknowledge the corporate donors who have contributed so far.

Design work on the UC Foundation Annual Report was completed. Final amendments are being made and the report is expected to go to print in early August.

Te reo versions of Think first posters and slides for digital screens have been produced. These will be displayed around campus in August. A brainstorming session was also held to generate new ideas for the campaign – some of those ideas are being developed further.

### 5.2 Media

July coverage of UC-related topics was positive, many sparked proactively. Highlights included TVNZ *One News* covering the University of Canterbury's volcanic ballistics cannon tests (Ben Kennedy and Tom Wilson interviewed) and Andy Nicol spoke on his research showing the Kaikoura quake was actually 17 fault-lines. Bronwyn Hayward commented on the upcoming general election and the new Labour leader in various media channels.

An analysis of coverage produced in the 30 days between 1 and 30 June (Broadcast, Internet, Print) found 544 items. This coverage reached a cumulative audience of 29,281,492 and had an advertising space rate of \$4,754,315.

### 5.3 External Engagement

There were two UC Connect public lectures in July: Ekant Veer’s Teaching Medal news boosted registrations to attend his UC Connect lecture on 26 July, with Simon Pollard’s 19 July lecture on how to spot ‘junk science’ also fully allocated.

### 5.4 Stakeholder Relations

There have been a few complaints about student behaviour in Ilam and Riccarton neighbourhoods. Student-related complaints are handled in close collaboration with UC, the UCSA and the Police. The next Community Meeting is on 2 October.

### 5.5 Events and Partnerships

We hosted around 100 students from local schools at Ekea! Year 12 UC Pathways for Māori in early August. One of the objectives of this event is to strengthen relationships with prospective Māori students so that UC is the natural ‘first choice’ for tertiary study.

Planning is under way for the UC Cup and Championship rugby finals, Women in Leadership Breakfast Christchurch, Postgraduate Options Evening, Chancellor’s Dinner and CETF opening, UC Bound, Year 10 Ekea and the end-of-year Careers Advisors breakfast.

### 5.6 Alumni and UC Foundation

	<b>Income</b>	<b>Distribution</b>
2016 Year End	\$8.6m	\$4.1m
2017 Target	\$9.5m	\$4.5m
2017 YTD	\$5.0m	\$6.0m

	<b>Donors</b>	<b>Gifts</b>
2001 to date	7,515	24,120
2017 to date	647	1136

### 5.7 UCFA (US)

Dr Carr met with alumnus Jon Rutherford in New York who pledged a significant amount to support the UCSA and Centre for Entrepreneurship. Dr Carr also met with Craig and Kirsten Nevill-Manning and Ronnie Peters. Preparations for a Silicon Valley event at Facebook continue.

### 5.8 NZ Trust (UK)

Meetings planned by local fundraiser in Aberdeen, Edinburgh and London.

### 5.9 UCF

The Alumni and UC Foundation team remains on target for \$9.5m in total income. We were notified in July of a \$1m legacy to support undergraduate scholarships for those with financial need (Bright Start) which may be received in 2017. Some negotiation is still required with the solicitor. A visit to Malaysia and Singapore raised \$150k in pledges.

## **5.10 Stewardship**

The ground breaking ceremony for UCSA attracted over 100 guests despite the terrible weather. The fund-raising campaign has raised \$850k so far. Leighs have been announced as the contractors for the build. Corporate supporters are recognised on the site hoardings.

A scholarship morning tea was held in July, with scholars meeting with Trustees. The Tinsley family was contacted about naming of one of the Science buildings after Beatrice Tinsley – the family would be delighted. Engineering liaised with the family of John Sutherland about the naming of one of the new CAPE labs in recognition of his legacy gift, which has also been well received.

The UC Foundation Annual Report is almost completed, with support from the Communications and Engagement and Marketing teams.

## **5.11 Alumni**

The Wellington Alumni event with guest speaker, former Ambassador George Troup, was a great success. The Wellington – Young Alumni Group was established.

UC Alumni Facebook page now has more than 4,850 followers and remains the second largest of New Zealand university alumni pages.

A Malaysia and Singapore alumni reception attended by 200 guests was attended by the Deputy Vice Chancellor (Academic).

Work is under way on a 50 year reunion for Civil Engineers and a Christchurch Gala Dinner for alumni as a networking and fundraising opportunity – both funded by ticket sales. Two alumni, Jon MacDonald of Trademe and Dr Robert Peach, visited campus.

Preparations are under way for an alumni visit to Mt John in September.

## **6. ENABLERS**

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

### **6.1 Staff Matters**

From 1 September Professor Ian Wright will assume responsibility for the portfolio previously overseen by Dr Hamish Cochrane with the exception of International Education, which will transfer to Lynn McClelland and the International Relations Office. The role of Assistant Vice-Chancellor Academic will be established and recruited for over the next few months. In the interim I have asked Professor Catherine Moran to act in this capacity.

A review of teaching spaces and proposed course offerings in 2018 and 2019 has revealed the need to invest in converting some poorly utilised spaces for teaching and extending standard teaching hours. A paper has been prepared and distributed to colleagues for advice on initiatives which will help reduce demand for teaching spaces.

### **6.2 Health and Safety**

Revised reporting to Audit and Risk Committee has been presented and will continue to evolve.

### 6.3 Infrastructure

Development levies due to the city council in respect of Dovedale Accommodation expansion have been agreed, significantly less than earlier foreshadowed.

Enabling works to the value of \$800,000 for the UCSA build were forecast but not added into the sum Council approved for the building.

Although this sum could be accommodated within the contingency included in the business case, this would leave the project with little contingency at the start of construction. FPRC will be provided with an updated case in September.

Detailed reports on projects are contained in Appendix 13.1

### 7. Financial Outcomes: (Management Accounts to 31 July 2017)

July 2017	Actual Year to Date \$000	Budget Year to Date \$000	Budget Variance Year to Date \$000 Fav/(Unfav)*	Budget Full Year \$000	Forecast Full Year \$000	Full Year Forecast to Budget Variance \$000 Fav/(Unfav)*
Total Operating Income	206,854	206,322	532	351,050	355,004	3,954
Total Operating Expenditure	200,559	207,265	6,706	360,170	357,538	2,632
<b>Net Surplus/(Deficit)</b>	<b>6,295</b>	<b>(943)</b>	<b>7,238</b>	<b>(9,120)</b>	<b>(2,534)</b>	<b>6,586</b>
Net Surplus/(Deficit) as a % of Total Operating Income	3.0%	(0.5%)		(2.6%)	(0.7%)	
<b>Capital Expenditure</b>	<b>104,830</b>	<b>154,637</b>	<b>49,807</b>	<b>205,980</b>	<b>180,000</b>	<b>25,980</b>
<b>Cash/ Short Term Investments/ Short Term Government Stock</b>	<b>288,457</b>	<b>198,486</b>	<b>89,971</b>	<b>138,268</b>	<b>231,927</b>	<b>93,659</b>
<b>Working Capital</b>	<b>192,288</b>	<b>125,815</b>	<b>66,473</b>	<b>107,074</b>	<b>185,773</b>	<b>78,699</b>

\* 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 July 2017. This overall favourable position is due mainly to favourable variances in research external income and interest income. This has been partially offset with unfavourable variances to budget in sundry income (mainly income from UCF/ Trusts), and tuition fees. Actual Total Operating Expenditure is favourable to budget. This favourable variance relates to operating expenses, total personnel expenses, and depreciation.

We had been budgeting for an operating **deficit** as at the end of July 2017 of (\$0.943)m, but have returned an operating **surplus** of \$6.295m. This is a favourable variance to budget of \$7.238m. The forecast full year deficit is estimated at \$2.5m.

Capital expenditure is currently \$49.807m below budget. \$85.357m of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year-to-date budget of \$117.432m. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by \$17.732m. While UC Futures projects are expected to complete by 31 December 2017, other projects are being delayed and the forecast capital expenditure for the year was reduced to \$180.000m in the July forecast.

## **7.1 Cash Flow**

The July 2017 cash position of \$288.457m is higher than budget by \$89.971m due largely to higher than expected balances at 31 December 2016, maturing term deposits, 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.

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

The TEC, which must approve all borrowing under the Education Act 1989, has provided a borrowing consent, of which a key condition is that once UC is required to borrow more than \$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 2016 was within the ranges set.

## **7.2 Working Capital**

Working capital<sup>1</sup> of \$192.288m at 31 July 2017 is \$66.473m more than budget, mostly due to the higher cash balance explained above partially offset by lower other current assets.

Work on the draft 2018 budget is progressing and at this stage is estimated about \$5m of savings are required compared to initial budget estimated. It is likely that UC will budget on a significant deficit in 2018 as a result of one-off operating expenses in part pushed out from 2017 related to decanting, decommissioning, demolitions and commissioning activities.

## **8. COLLEGE SUMMARIES**

### **8.1 College of Arts (Te Rāngai Toi Tangata)**

The College was recently represented at the annual meeting of the Deans of Arts, Social Sciences and Humanities around the country, which allowed us to benchmark performance and exchange notes on recent developments. Information gathered relating to changes to the BA degree at other institutions will help inform our own review process currently under way, and a comparison of academic SSRs around the country showed that we are performing very economically against our peers. Our SSR targets are now informing the staffing and budget setting process for 2018, and will involve significant changes in areas such as tutorial provision.

At the time of writing, a full business case for the remediation of the Locke and Logie buildings is in process, with the possibility of creating an identifiable Arts Precinct on campus, and making the ground floor of Locke a point of identity for Arts students. To help support the graduate profile, the

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



College is also now hosting a Centre for Global Experience on the ground floor of Karl Popper, with a number of activities there under development.

We have recently launched the first in a series of Arts Careers events, with representatives from New Zealand Defence, New Zealand Police, Signal ICT, The Press, Vodafone, and business start-up talking to Arts students about the value of an Arts degree and what as employers they value in it. Student response to this has been extremely positive so far.

UC Arts – the name for our city location in the former Chemistry building in the Arts Centre – continues to be a focus for our interaction in the city, and in addition to regular music concert series and exhibitions in the Teece Museum, we have introduced our own Professorial lecture series there, 'An evening with ... ', with two public presentations so far.

The many other seminars, publications, performances and other events delivered from the College of Arts are advertised in our weekly newsletter *Arts Update* (contact [anni.garthwaite@canterbury.ac.nz](mailto:anni.garthwaite@canterbury.ac.nz) to subscribe). Examples from the August issue include seminars on topics such as the impact of Facebook in national elections, and art and material culture in post-quake Christchurch; news of UC's NCRE being the main recipient of EU Jean Monnet grants globally; and exhibitions at Ilam Campus Gallery ('Where the River Bends') and Matariki Gallery ('Constructing Memories').

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

### *Internationalisation and International Growth*

The College's 2018-2020 International Growth Strategy (IGS), designed to support the UC IGS has been endorsed by the College and forwarded to SMTi for discussion. Key objectives of the IGS including growing full-fee paying EFTS enrolments in line with the UC Futures forecast, increasing the cultural diversity of our international students, enhancing the quality of their learning experience, and improving the academic success rates of our international students. Our College – more specifically, the Business School – has the largest number and the highest percentage of international students of any of the five UC Colleges, a trend that is likely to continue. This student profile creates challenges, but also opportunities for students and staff to create a truly international academic community. In collaboration with colleagues from relevant UC central services, the College internationalisation Committee, led by the Dean International, Dr Russell Wordsworth, is now developing an operational plan to achieve the goals outlined above.

### *Recent Public Events*

The School of Law, in coordination with Transparency International, hosted a public lecture titled '*The state of grand corruption in our world and how to fight it: A New Zealand Perspective*', delivered by Prof José Carlos Ugaz. Professor Ugaz, a Peruvian lawyer, has prosecuted several top-level corruption cases as Peru's *ad-hoc* state attorney, including the corruption case against former Peruvian President Alberto Fujimori and Vladimiro Montesinos, the former head of the country's intelligence services. Professor of Law at Pontifical Catholic University of Peru and chair of Transparency International, Ugaz spoke about the unmasking of grand corruption schemes, including money laundering, global networks of corrupted state officials and economic elites, as well as the implications for New Zealand of international corruption.

UC's organisational resilience experts Bernard Walker and Venkataraman Nilakant (MME Department) presented and participated in a panel discussion on "Adaptive Resilience and Governance" at the July Christchurch meeting of the Institute of Directors. The panel comprised Leanne Carson-Hughes (Executive General Manager – People and Culture for City Care) and Jim Palmer (Chief Executive of the Waimakariri District Council), whose organisations worked closely with Bernard and Nilakant following the 2011 earthquakes. Around 53 people attended the event, which was hosted by the UC Business School.

### *UC Centre for Entrepreneurship*

Entre Qualifiers' Evening: The top 11 entries for Entre's 2017 85k Challenge have now been announced. Ventures include Biome, which makes biodegradable materials from didymo to Talk Me Through, a real time, smart phone, digital friend that guides people through anxiety episodes. Over the next six weeks the finalists will be attending workshops to assist them in further developing their ideas before the grand finale where they will pitch their ventures to a panel of judges.

Four Kaikoura Challenge projects moving ahead: Four of the five projects students presented for the NZTA Kaikoura Challenge are moving ahead. The UC Centre for Entrepreneurship is working with students, the NZTA and Kaikoura District Council to implement the following ideas:

- Kaikoura By Night, a series of events attracting locals and visitors, including a night market and a fireworks display
- Kaikoura Community Hub, a collection of containers providing spaces for Kaikoura youth to hang out, entertainment such as movies, as well as retail space
- Campermate app integration, creative 'pings' sent to tourists highlighting the benefits of stopping off in Kaikoura
- The Kaikoura VR experience, a social media campaign using virtual reality to share Kaikoura.

Logan Williams, Eureka! Finalist: UC Centre for Entrepreneurship student Logan Williams has been named a finalist for the Sir Paul Callaghan Eureka! Awards. Logan presented Polar Optics, polarised contact lenses for those with photosensitive epilepsy. The finals will be held on Friday 8 September at Government House.

### *2017 Ako Aotearoa Tertiary Teaching Award*

On behalf of colleagues, many congratulations to Professor Ursula Cheer (Law) on being awarded a 2017 Ako Aotearoa Tertiary Teaching Award. This is a fantastic achievement and well-deserved recognition of Ursula's outstanding teaching and research expertise in pedagogy.

## **8.3 College of Engineering (Te Rāngai Pūkaha)**

This week the College of Engineering had a full fee EFTS number of 386 against a target of 372. Part of that growth was excellent enrolments in the Master of Applied Data Science programme, which has grown from seven international students in Semester One of 2017 to 19 internationals in Semester Two. Drilling down overall, the College has enrolled around 18 new EFTS from the Chinese market in July of this year as compared to six EFTS last July. This has been across all programmes and is likely due to the fact that we have reviewed our entrance requirements and streamlined and accelerated the application and process; all of which all gives confidence to the market. Overall the number of EFTS from the Indian market has remained stable though there has been a drop in the number of EFTS in some of the more popular MEngSt programmes, most probably due to the removal of some specific July intakes. This has however been balanced by growth of the Indian market in our other areas.

The Dean (International) (DI) travelled to China in June to assist UC's embedded recruiting officer, Allen Huang with some training sessions for education agents in three cities. The primary purpose of his trip was to build agent relationships. The DI gave several talks on the College undergraduate and postgraduate programmes and offerings, with about 24 agents attending. Although there is steady and continuing interest in our engineering programmes, the Chinese agents also seemed particularly interested in our new Bachelors of Product Design degree – probably because the higher-end engineering taught material is replaced by business and entrepreneurial components.

In other news, early this month there was the national event “Week of Engineering”, and we ran had a UC Engineering stand a public expo at ARA on the Saturday. Some 1,250 people attended, spanning all ages. We are updating all the Careers Brochures for every engineering subject, with departments currently approving the copy.

Finally we are having a big push on our new Diploma in Global Humanitarian Engineering – including flyers, website, info sessions and online prominence. The programme started low key last year as we were not sure of the interest it might generate, but it is clearly popular and gives us yet another point of difference in Engineering at UC.

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

The IELTS testing centre that we established through the CEM centre under the leadership of Dr John Booreboom has proven very popular. We offer two assessment sessions each month with 50 – 55 people undertaking the assessment for each session. This is the maximum we can currently take within each session due to supervision requirements and room size. We are therefore now looking to extend to larger space and increased supervisors so we can cater for 75 people undertaking the assessments each month or a total of 150 IELTS assessments per month.

Our College continues to offer the Samoa trip experience as part of the Pasifika Education Initiative program. The Samoa-based Malaga (trip) is an education initiative that offers cultural experience opportunity for up to 15 students in teacher education, Health Sciences, or Sport coaching and can be extended to leaders in our partner schools.

This year's Malaga trip took place from 12 - 18 July and Prof Angus Macfarlane and I joined Tufulasi Taleni and our UC student group (12 students in primary teacher education and three school leaders from Riccarton Primary and Riccarton High). We had an incredible welcome and cava ceremony when we arrived at Tufulasi's village and were humbled by the generosity they showed us. We presented the village with two citations to thank the village for their support over the last 15 years in hosting our staff and students and to acknowledge Tufulasi's leadership and successful completion of his Master's thesis (with A+ grade) The experience for our students was outstanding and one I'm sure that will contribute to their enhancement of culturally responsive practices within our schools.

We are continuing to explore opportunities to extend our offerings in health sciences to meet market demand. Our student numbers in the Bachelors of Health Sciences are steadily growing each year and we are undertaking a review of our postgraduate suite of qualifications and will consider potential new areas for growth.

Following a review of our post graduate tertiary teaching certificate we are refreshing the qualification within current approval framework to better suit the needs of our academic staff and to integrate into the qualification other relevant professional learning academic staff are undertaking in relation to the graduate profile.

We are also developing an online self evaluation tool to provide baseline data about tertiary teaching capability and facilitate the identification of personalised learning needs for tertiary teachers. New modules we are developing in the qualification provide opportunities for these identified needs to be met.

### **8.5 College of Science (Te Rāngai Pūtaiao)**

Nothing to report this month

### **9. Conclusion:**

Significant progress is being made on many projects as UC moves from recovery to growth and transformation. The University has stretch targets for student enrolments and revenue as well as cost containment. Research engagement continues to expand. The recognition of Professor Ursula Cheer and Associate Professor Ben Kennedy who both won National Teaching Awards is affirmation of the quality of UC teaching. Completion of the UC Futures building programme in time for 2018 will mark a significant achievement and reflect the effort of many people over many years.

## **10. Appendices**

### **10.1 Appendix 1: Building Update**

#### **Overall**

All campus projects continue to be very busy though the number of tradespersons on campus has settled temporarily at about 450 persons. Work is continuing safely on sites with no major injuries again reported for the last period.

#### **Campus Construction Safety Group**

The Campus Construction Safety Group continues to meet focussing on the construction projects and their Health and Safety implications on the University's day to day business and reputation. A most recent observation is the return to varied levels of effective Health and Safety site management which has subsequently been discussed with senior construction project staff at the regular Project Executive team meetings. Considerable progress has also been made over the past few months in improving aligning of contractor Health and Safety reports with UC reporting systems but some small misalignment issues remain.

The Contractor Round Table Forum expanded representation continues to benefit from the increased participation by all construction project Health and Safety teams in the sharing of new safety initiatives. The group will now include Leighs Construction Limited which will establish on the UCSA site in early August.

#### **Current Building Status**

#### **Key Progress this month:**

#### **Major work**

#### **Rutherford Regional Science and Innovation Centre (RRSIC)**

#### **RRSIC Stage One**

The Construction Programme status as follows:

- Baseline Practical Completion date – 10 April 2017
- Contract completion date 2 May 2017
- Current forecast Practical Completion date – 28 September 2017

Programme delay is largely due to delays in starting commissioning of services as completion of building works is achieved across all floors and to the exterior of the building. Occupation for UC will be in early October for research only as all teaching has now been moved to alternate accommodation for the remainder of the 2017 Academic year. UC is closely monitoring the works against the current completion programme with an emphasis on the contractor ensuring critical building activities in advance of commissioning are being met. Capital Works, together with the College of Science, have worked closely to facilitate a decant from von Haast into temporary accommodation. This has ensured the handover to Dominion was completed on time.

On site works are as follows:

- Installation of ceiling tiles is complete (with the exception of those FCC have advised will remain out for Commissioning) thus allowing the UC AV contractors to progress with their installation.
- The installation of V baffle ceilings and decortech panels to the atrium is almost complete.
- Carpet and vinyl flooring has been installed on all levels and has been covered to prevent damage. Rubber flooring will not be laid in the atrium / common areas until these areas are near completion.
- Services installations, fire, electrical, HVAC, lab gasses, AV, security and hydraulics continue on all floors. Pre-commissioning activities are commencing where possible with BMS point-to-point testing, pressure testing of the gases and flushing of the domestic hot water system. All Air Handling Units have all been started and are in the final stages of air balancing.
- Novalab laboratory joinery installation throughout the building continues, noting completion of this item is a key commissioning pre-requisite to the commissioning of lab gases.

The percentage of progress reported by Fletcher at the fortnightly Site Meetings on 26 July 2017 is as follows:

- Overall progress on the Construction Programme: 95% an increase of 1%
- Building Services 96% an increase of 1%
- Façade Curtain Wall 97% an increase of 0%
- Interior Fit out 85% an increase of 9%
- Commissioning 35% an increase of 10%.

## **RRSIC Stage Two**

- The contract for Stage Two has been executed, with the whole site now handed over to Dominion.
- Testing for contaminants and asbestos on level one and two is under way as significant additional asbestos has been identified on level three. The project team is working with Dominion to sequence activities as a means of mitigating delays to the main program milestones due to the discovery additional asbestos.

## **Canterbury Engineering the Future (CETF)**

### **Tranche 1**

- Practical completion has been awarded for both ECE and CAPE.
- CORE was handed over to UC on 15th February and teaching commenced from the start of semester 1, 2017; CORE is very well used. Plant Room 12 is substantially complete and the co-dependencies with other buildings are now minimal. Hawkins has submitted a request for Practical Completion to be awarded and this is being reviewed by the external Project Manager.
- The close out of outstanding items within Tranche One buildings remains a priority issue however whilst good progress is being made to complete the list of items a number of them have significant levels of complexity that require multiple actions/resources to achieve close out. These complicated items will remain a focal point over the next reporting period.

## **Tranche Two**

- Under the conversion of the Hawkins contract to a Fixed Price Lump Sum (FPLS) the University elected to pursue a staged occupancy strategy for the Civil and Natural Resources (CNRE) wing. The following practical completion dates were agreed within the FPLS terms and conditions:
- Fluids and Structures labs – 30 June 2017
- Whole of the contract works (balance of CNRE and all of the Mechanical wing) – 30 September 2017
- The University took occupancy of the Fluids and Structures laboratories on 1 August, a month late therefore Liquidated Damages (LD's) will be applied beyond any approved extension of time.
- As part of the handover procedure the recommissioning of a gantry crane in the Structures Lab is still required and may have the potential to disrupt Department business as usual activities. Practical Completion will not be awarded until this work has been completed with care being taken not to impede occupation by the College.
- The Independent Programme Expert has raised concerns around progress on site and noted that trades are not able to fully complete areas and require multiple visits to complete sequenced works. Hawkins have advised the following completion dates for the remaining work areas:
- Balance of CNRE – 6 October 2017
- Mechanical wing – 11 October 2017
- Noting the historical trend for significant programme slippage to occur in the later stages of the project and the current trend for programme slippage to the Fluids and Structures Lab, it became apparent at a recent CETF Project Operational meeting that a 30 September handover for the Mechanical wing would not be achieved unless decisive mitigation action was taken to reduce the risk profile of the wing.
- In response to the requirement for decisive action Hawkins has submitted a proposal to adjust the completion date for the balance of CNRE. This proposal would change the concurrent delivery model to a programme that completes Mechanical before the balance of CNRE. The proposal is currently under review but as it may require a reset of the FPLS Agreement any recommendation to accept would necessarily need to be escalated through the appropriate approval authorities.

## **Electrical Link Reclad**

- Demolition and Rigid Air Barrier are complete.
- Installation of the windows, alucobond cladding and the rain screen panels has commenced.
- CCC has issued consent for the roof and gutter replacement and this is under construction.
- Some program delay has been experienced but the latest programme revision by Dominion still has completion of works by the end of September 2017.

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

- The project is currently on budget with the major budget risk being continued programme delay. UC contingency plans for delayed occupancy (Plan B) are in progress in conjunction with the Colleges and the UC Timetabling team given lack of confidence in the contractor achieving the program.

- Construction cash flow to complete the project is unlikely to be achieved at circa \$4.3m per month on account of lower than expected cash flow over the past two months. On site resource levels are averaging 120 per day. To achieve \$4.3m per month will now require 215 workers per day on site. Hawkins are aware of the scale of ‘ramp up’ that would be required to achieve the programme due date and are currently implementing processes to increase on site contractor resources.
- Hawkins submitted a new programme Rev L.2 with a CPU date of 11 December 2017. This programme includes a parallel UC fit-out to be completed by 21 December. The UC team is aligning the UC works (AV/IT and FF&E) with the Hawkins programme.
- Progress is being monitored weekly by TPO with a report copied to UC Senior Management and Hawkins. The report has gained the attention of Hawkins management and early signs are that it appears to be influencing a programme recovery strategy.
- The building shell is now virtually water tight. The basement that was previously flooded is now drying out.
- Internal façade panels are now fitted to 90% of the building elevations and façade glazing is 90% complete.
- Completion of the external façade remains a significant programme risk with numerous unresolved quality issues. The risk is trending sideways as progress is being made with approval of shop drawings and appointment of Paul Brailey (HCL Project Director) to oversee this work and an additional site staff resource provided by Hawkins to support Quality Assurance processes.
- Fit-out works are proceeding on track in the North building and are now progressing well in the South building including internal partition installation on the first four levels. First fix fit-out work is near completion in both building wings.
- Gib installation has commenced however many of the current delays are Gib fix tasks.

### **Other Buildings/ Projects**

#### **UCSA**

- All building consenting documentation was approved as expected in July.
- The project is on track for the building to be operational by February 2019. The current forecasted budget is within the approved Business Case budget.
- The “Sod Turning” event to ceremonially mark the beginning of the construction on the 21 July 2017 was successful with a better than expected turnout despite the wet weather.
- Leighs Construction Limited established themselves on site in the first week of August.
- The related Wellness Precinct Infrastructure Project is on track and being managed as part of these project works.

#### **Logie and Locke refurbishment**

- The refurbishment of the toilets has now commenced. The contractor is currently on site stripping out the existing toilets.
- The plans to consolidate the College of Arts into Locke and Logie has been agreed with the Client Working Group appointed by the College and have formed the basis of the Business Case for the refurbishment of the rest of the building.
- The Business Case is expected at the September FPRC meeting.



### **Postgraduate apartments at Dovedale**

- The third and final building consent was granted by CCC in July.
- Four of the five concrete slabs have been poured on site and the water connection was successfully completed with a full campus water shut down required.
- The off-site construction of the bathroom pods and framing has commenced, with the first bathroom pod to be delivered to site in the second week of August, and erection of precast panels to commence the following day.
- The project remains on programme for occupation in February 2018.

### **Upgrade of Existing Residential Halls**

- The design solutions in order to achieve Council policy of 67%+ NBS strengthening have been completed and final costings and an associated program of works have been presented to CLV at the UC/CLV partners meeting.
- UC are now waiting on a response from CLV before continuing with the program.
- Continuing discussions are required with CLV for them to provide access over a summer enabling these strengthening works to be carried out. The aim is to complete the first or both buildings in the 2018/19 summer break depending on CLV's response.

### **Projects in planning this month include:**

- Vacating Dovedale and Kirkwood Villages.
- New Learning and Teaching Spaces planning for 2018/2019.
- NZ Fire Station/Education Centre proposal.

## 10.2 Appendix 2: Upcoming Events Calendar

<b>Date (day/date/month)</b>	<b>Event name</b>	<b>Key goal</b>
Tuesday 22 August	UC Connect public lecture: Who speaks for the trees? The possible futures of conservation Presented by Mr David Round	Promote
Wednesday 23 August	Professorial Lecture Series: Professor Diane Proudfoot & Professor Rick Beatson	Engage
25-Aug	UC TERM ENDS	-
Saturday 26 August	UC Championship Final	Promote
Thursday 7 September	UCF Wellington Donor Thank you	Promote
Friday 8 September	Reforming the Law of Evidence Conference	Conference
Thursday 14 September	UC Connect public lecture: Why good journalism matters more than ever. Presented by Tara Ross, Paul Thompson, Joanna Norris	Promote
11-Sep	UC TERM BEGINS	-
Wednesday 20 September	Professorial Lecture Series: Professor Colleen Mills & Professor Natalie Chaban	Engage
Wednesday 20 September	Postgraduate Info Evening	Recruit
Wednesday 20 September	UC Connect public lecture: New Zealand's rivers: Can we learn from history? Presented by Catherine Knight	Promote
23-Sep	SCHOOL TERM 3 ENDS	-
Saturday 23 September	UC Chc Youth Orchestra concert	Promote

### 10.3 Appendix 3: VC Activities

<b>Past</b>	
2 August	Spoke at Entre \$85,000.00 Qualifiers at Ara
3 August	Attended Engagement Visit to Catholic Cathedral College
3 August	Attended Engagement Visit to Haeta Community College
3 August	Attended and introduced Mr Jose Ugaz- Chair of Transparency International- event hosted by the Law School
7 August	Attended Community Meeting
10 August	Attended UNZ in Wellington
11 August	Hosted The Very Revd Prof. Martyn Percy Visit
14 August	Attended Engagement Visit to Rangi Ruru Girls School
14 August	Attended Engagement Visit to Mairehau High School
16 August	Spoke at New Staff Induction
16 August	Attended UC Admin Plus Length of Service afternoon tea and awarding certificates to those with over 10 years' service
17 August	Attended Engagement Visit to Kaiapoi High School
17 August	Hosted Gabs Maklouf Visit to UC and Dinner
18 August	Attended CIP in Wellington
22 August	Attended Leadership Workshop on Student First
24 August	Attended Canterbury Mayoral Forum (Held at UC)
24 August	Hosted Committee for Canterbury Function
25 August	Attended VC Awards and Health, Safety and Wellbeing Awards
25 August	Attended Malaysia Independence Day Dinner

<b>Upcoming Events</b>	
11 September	Meeting with the Indonesian Ambassador
18 September	Attending Health and Safety Visit at CETF with Council
20 September	Attending UC Professorial Lecture Series
20 September	Hosting dinner with Oxford Students
22 September	Hosting lunch with Oxford Students