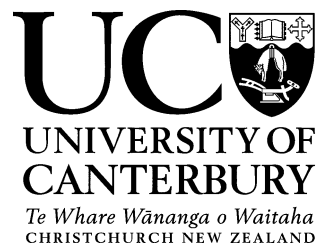


Dr Rod Carr
Vice-Chancellor
Tel: +64 3 369 3836
Email: vice-chancellor@canterbury.ac.nz



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

1.	INTRODUCTION	4
2.	STRATEGIC MATTERS	4
2.1	UC Futures	4
2.2	Rutherford Regional Science and Innovation Centre (RRSIC)	5
2.3	Canterbury Engineering the Future (CETF)	5
2.4	The move of the College of Education, Health and Human Development to Ilam, the construction of the Rehua Building, and the move of the Centre for Entrepreneurship and the Executive Development Programme	6
2.5	International Relations Office	7
2.6	Study Abroad and UC Exchange	7
2.7	International Recruitment	8
2.8	General.....	8
2.9	International growth strategy	8
3.	CHALLENGE.....	8
3.1	Marketing	8
3.2	Liaison.....	9
3.3	Admissions.....	9
3.4	Enrolment	10
3.5	Contact Centre	10
3.6	Scholarships.....	10
3.7	Accommodation	10
3.8	UC RecCentre	11
3.9	UC Sport.....	11
3.10	Academic Skills Centre	12
3.11	Careers, Internships and Employment.....	12
3.12	Student Care.....	13
3.13	Go Canterbury	13
3.14	Transitions and Engagement	13
3.15	Pacific Development	13
4.	CONCENTRATE	14
4.1	DVC Research and Innovation.....	14
4.2	Research Development	14

4.3	Research Infrastructure	15
4.4	Research Reputation	15
4.5	Postgraduate Research	16
4.6	Innovation.....	16
5.	DVC Academic.....	17
5.1	Student First Programme	17
5.2	Timetabling	17
5.3	Academic Services Group	17
6.	Office of the AVC Maori.....	17
6.1	Graduate Pillar – BICC	17
6.2	Te Tari o te Amokapua Māori - Office of the AVC Māori.....	18
6.3	Tangata Tū, Tangata Ora staff professional development programme:.....	18
6.4	Te reo in the Workplace professional development programme:.....	18
6.5	Kaihautū Ako Māori	18
6.6	Kaiārahi Colleges.....	18
6.7	Kaiārahi Service Units	18
6.8	First Nations Futures’ Programme.....	19
6.9	Waiata tautoko.....	19
6.10	Māori Outreach and Recruitment	19
6.11	Manukura.....	20
7.	CONNECT	20
7.1	Communications and Engagement	20
7.2	Project Communications.....	20
7.3	Media	20
7.4	External Engagement	21
7.5	Stakeholder Relations.....	21
7.6	Events and Partnerships	21
8.	Alumni and UC Foundation	22
8.1	UC Foundation.....	22
8.2	UCFA (US)	22
8.3	NZ Trust (UK).....	22
8.4	UCF	22
8.5	Fundraising	22
8.6	Stewardship.....	22
8.7	Alumni	23
9.	ENABLERS.....	23
9.1	Staff Matters.....	23
9.2	Infrastructure.....	23
10.	Financial Outcomes: (Management Accounts to 31 May 2017)	24

10.1	Cash Flow	24
10.2	Working Capital	25
10.3	2017/18 Government Budget	25
11.	COLLEGE SUMMARIES.....	25
11.1	College of Arts (Te Rāngai Toi Tangata)	25
11.2	College of Business and Law (Te Rāngai Umanga me te Ture)	26
11.3	College of Engineering (Te Rāngai Pūkaha)	27
11.4	College of Education, Health and Human Development (Te Rāngai Ako me te Hauora).....	27
11.5	College of Science (Te Rāngai Pūtaiao)	28
12.	Conclusion:	29
13.	Appendices.....	30
13.1	Appendix 1: Building Update	30
13.2	Appendix 2: Upcoming Events Calendar	36
13.3	Appendix 3: VC Activities.....	37

1. INTRODUCTION

A stand-out highlight in May, and indeed in the history of the University, was UC's official return to the Arts Centre, when UC Arts at the Arts Centre was formally opened mid-month. UC's return to the central city, and to its 'ancestral home' has met with wide acclaim, and attendances at music recitals and the Teece Museum of Classical Antiquities are an extremely encouraging sign for the University's ongoing efforts to engage with its community. In its first month open UC was able to host the Chancellors and Vice-Chancellors of New Zealand's eight universities, local Chief Executives of neighbouring institutions and the Board of the Reserve Bank of New Zealand. More than a thousand members of the public have visited the Teece Museum of Classical Antiquities, the home of the Logie Collection.

We have confirmed that while UC's three major building projects have experienced delays, all are currently planned to be available for teaching from the start of the 2018 academic year. The delay has required some unanticipated rapid planning, particularly for the College of Science in order to allow for the early stages of demolition of the Von Haast building as Stage Two of the Rutherford Regional Science and Innovation Centre. Moving into three major buildings by the start of the year – and indeed transferring an entire College from one campus to another – means a large number of staff and equipment will be relocating in a short period, and we are doing everything we can to minimise disruption and ensure this process goes smoothly.

The Executive Development Programme has been awarded a Ministry of Foreign Affairs and Trade (MFAT) contract to teach disaster management courses for the ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre) both in Jakarta and on campus, continuing a relationship UC has enjoyed in recent years.

Five former UC law students have won places at Oxford and Cambridge, and several current students have been appointed Judges Clerks in various courts, including the Supreme Court, the Court of Appeal and High Court.

The College of Engineering is bigger than it has ever been, and is likely to require spaces in some of the Science buildings in 2018. Interest in the School of Product Design continues to grow. Of the 96 "Expressions of Interest" submitted by UC to the 2017 Marsden Fund, 22 have been now invited to full proposal submission. The full proposals are being submitted from across all five Colleges, though Engineering (9) and Science (9) continue to dominate UC's Marsden Fund profile.

In the College of Science, four Ministry of Business, Innovation and Employment (MBIE) proposals have also made it through the first evaluation.

2017 QS rankings confirmed UC's absolute (214th) and relative (3rd) place among New Zealand Universities.

It is heartening to see the examples of success that staff and students continue to achieve.

2. STRATEGIC MATTERS

2.1 UC Futures

The Academic Board approved the new curriculum frameworks for the introduction of the UC Graduate Attributes for Community Engagement and Global Awareness at the latest meeting. This is a key milestone in the adoption and curriculum development for those attributes. UC's four attributes are being progressively introduced into all bachelor's degrees. By 2022 UC aims to have all bachelor's degree graduates leave with competence in the four attributes – global awareness;

community engagement; bicultural competence and confidence; and employable, entrepreneurial and innovative. This is a major undertaking for this university but its focus on developing a Graduate Profile with such attributes is in line with other top universities in the OECD.

Construction on the three main sites on the Ilam Campus continues, with each building being delivered later than planned but ready for teaching at the start of 2018. The fact that these three large construction sites will all be completed at about the same time means that UC will attempt to move large numbers of staff and students into the new buildings over quarter four of this year, with three Colleges on the move in the same time period.

2.2 Rutherford Regional Science and Innovation Centre (RRSIC)

The delay to the completion of the RRSIC Stage One building, to 28 September is now confirmed despite close management and a good working relationship between UC and the contractor. The mechanical systems are largely integrated through the whole building. For example, the fume cupboard extraction systems all join up before the air and fumes they extract are released into the air above the buildings, meaning it is not possible to commission one section of this system before others. As a result, UC's expectation is that all systems must be commissioned before occupation of the building. This means that UC cannot occupy parts of the building before it is complete.

UC Capital Works and the College are managing the effects of this delay, including revising the Semester Two timetable and decant schedule and any potential delays to full handover of the von Haast building for Stage Two work.

The College has recently been working to further increase its profile and the attractiveness of science careers. Its recent highly successful Choose Science event attracted a wide audience and was well received by those who attended. Science careers are a growing area of work and employment and the new facilities will support that growth in New Zealand.

The second stage of the project – decanting, demolition and replacement of the von Haast building is progressing with asbestos testing and mapping. Asbestos removal represents an identified risk to both the timing and cost of this project.

2.3 Canterbury Engineering the Future (CETF)

The UC College of Engineering is bigger than it has ever been and is thriving in spite of having to work in temporary facilities before it moves back into its rebuilt or newly built Engineering Precinct. The College is likely to continue to grow as it introduces its new Bachelor of Product Design in the New Year. This area of study and career is a growing area across the world. This means that the College is likely to occupy spaces in nearby science buildings, especially one or more of the laboratories in the old Rutherford Building.

Progress continues with the rebuilding of the final wings in the precinct, the Civil and Natural Resources and the Mechanical Engineering wings. The project completion date is 30 September and a ready-for-teaching date of 30 October. The recladding of the Electrical Link building is on track for a similar completion date. The Capital Works team continues to proactively manage and monitor these construction projects.

There remain a reducing number of defects and issues to be addressed in the first wings to be completed -- the Chemical and Process Engineering, the Electrical Engineering and the CORE – which are being actively managed. UC continues to aim to have them closed out in the next few months.

2.4 The move of the College of Education, Health and Human Development to Ilam, the construction of the Rehua Building, and the move of the Centre for Entrepreneurship and the Executive Development Programme

Although a delay in the completion of this building is now confirmed, the exact timing of the completion of the major rebuild of the Rehua building is not currently available to UC. UC continues to work with the contractor to understand the extent of programme delays and confirm new completion dates. The current uncertainty is impacting decant and relocation plans for both the College of Education, Health and Human Development, and Business and Law.

This rebuild has involved removing all but the reinforced concrete framework from the old structure of the formerly named Commerce Building and a complete rebuild including a new steel framework inside that frame to ensure that the building is up to 100% of earthquake code. Once complete it will be a major asset for UC with modern learning spaces in all the teaching areas. All structural works have now been completed and the main atrium is now water tight.

Delays installing the external terracotta tile façade continue, which originally started with the failure of a European supplier to provide the tiles as ordered. UC is in talks with the contractor, Downer EDI, on this and a small number of other issues with the construction of the building.

2.4.1 Graduate Attributes

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.

New course proposals continue to be reviewed by Colleges, Deans, and leaders of the Graduate Attribute Hubs as part of course development processes. A presentation from the Dean of Commerce, Ross James, was offered during Teaching Week with a focus on embedding the Graduate Attributes within the curriculum and writing learning outcomes. The presentation can be viewed online for any staff who missed the opportunity to attend.

Attribute 1: Employable, innovative and enterprising

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

The employable, innovative, and enterprising attribute (EIE) is being woven through new and re-developing courses. The Kaikōura Challenge was a success with 20 students from across a range of Colleges working together to create innovative solutions for the community. In addition, in May, a group of students took part in the Christchurch Start-Up weekend. Students experienced working with diverse groups, innovating, presenting and for many, addressing civic and global problems.

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.

The BiCC attribute continues to advance both in terms of curriculum development, as well as staff and student engagement. An SMT-sponsored workshop was held at Tuahiwi Marae where participants had an opportunity to experience aspects of the Bicultural Competence and Confidence Attribute, as part of a focus on the Graduate Profile.

Tuahiwi is the home of Ngāi Tūāhuriri, the mana whenua for University of Canterbury. A BiCC Hui will be held on 15 June for Deans and PVCs to share their developments. A workshop delivered to staff during Teaching Week entitled “Culturally Responsive Pedagogy” and others demonstrated how Bicultural Pedagogy is embedded in classes and programmes. These are available online.

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 engaged with the community (CE) attribute framework was approved at the 9 June Academic Board. As reported in The Press (7/6/17), the CHCH101 course is attracting international students as well as domestic students from across the University to connect local community and global awareness.

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 global awareness framework was also approved at the 9 June Academic Board meeting. UC students have had particular success with the Prime Minister’s Scholarships for Asia Awards (PMSA). UC had the highest number of groups awarded PMSA awards with all five submitted group applications being awarded, and three of the five individual applications being awarded. Over fifty UC students will be funded for overseas study. Students will take part in a number of international experiences including, but not limited to, work internships, cultural immersion, and undergraduate classes.

2.5 International Relations Office

The International Partnerships team has been working with the College of Arts to promote and select participants for the 2018 Thailand Internship Programme hosted by Mahidol University. There has also been a focus on developing new credit transfer pathways in Malaysia and China, mainly working with the Business School and the College of Engineering. Earlier in the month, International Partnerships also coordinated two visits from Malaysian sponsorship bodies (MARA and YTN) and one from the Tuvalu Government Sponsorship Unit.

2.6 Study Abroad and UC Exchange

The focus for Study Abroad in May was attendance at the NAFSA conference in the US, a key international conference at which UC exhibited alongside Education New Zealand and all other New Zealand universities, and met with existing and potential partners and agents from around the world. New partnerships and growth channels were a focus for meetings at the conference and opportunities identified will be followed up in June. Prior to NAFSA, UC also attended the Global E3 conference to meet with Engineering mobility consortium partners and explore collaboration opportunities.

On campus, the team also hosted a two day programme review visit from the IES Abroad, one of UC’s largest Study Abroad provider partners, as well as a visit from the University of Miami. Work is under way on product and promotional materials for 2018, including the Study Abroad prospectus.

On the exchange side, the annual outbound exchange fair for UC students was held in early May, with strong student attendance. The team has been advising many students on potential exchange destinations as the first outbound deadline for 2018 approaches at the end of May.

2.7 International Recruitment

The Associate Director International and the College of Business and Law Business Development Manager travelled to China with the VC, where they met with key agents and were hosted at Peking University. The recruitment team has also been busy hosting visits from agents and partners.

Two new members have joined the Recruitment team. One will be looking after Hobsons, our conversion agent, and both will be assisting with Marketing and Communications.

Pre-assessment

Pre-Assessment processed about 630 applications during May – a significant increase on the 500 in April. With the Doctoral Scholarship deadline mid-month, PhD applications were particularly active. Application activity was evenly split between the remaining intakes for 2017 (especially July), and future intakes (especially February 2018). Now that the July intake is closed to offshore international applicants, the main focus is applicants for next year.

Agent use of the new CRM application portal continues to increase, with positive feedback from agents continuing to be received. Applications submitted via this portal receive priority treatment from the team, with the majority going through initial processing within one working day. Some members of the team have put in extra hours to engage with the CRM and other projects. This effort is starting to pay off, and we expect to see additional benefits realised.

2.8 General

The new Director of International Growth Strategies is due to start on 10 July.

2.9 International growth strategy

UC has refined and confirmed its International Growth Strategy and updated its Country Marketing Plans which underpin its continued drive to grow international growth. Recent improvements in GPA definitions, processing and the agent portal technology improvements are having a positive impact on turnaround times. The current best practice benchmark is 24 hours and UC has achieved this in a small number of instances. We will continue to streamline and improve our processes to reduce processing times and improve student and agent experience.

The International Growth Strategy and Country Plans are currently subject to an IQA being conducted by KPMG.

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. The Online web upgrade project continues with the Colleges of Education, Health and Human Development and Science the current focus. Google AdWords has experienced good growth as have video views and banner advertising responses. Total online results (clicks, likes and video views) are up 105% year-on-year.

The UCME campaign has launched with significant visibility nationwide. Outdoor opportunities are being utilised with adshells outside many secondary schools nationwide, billboards in Wellington and Christchurch, and street posters in Nelson. In addition, the campaign is being promoted through social media (Facebook) and on high visibility websites (banner advertising). Radio will also be utilised and the campaign is being promoted on the UC website homepage.

The undergraduate scholarship campaign has been in market utilising online and outdoor properties. A local Semester Two campaign utilising newspaper and online has been visible over May-June. The Auckland-Wellington offer branded GO Canterbury will be launched in July utilising outdoor, online and radio. Open Day and Information evening advertising campaigns have been in market and will run until early July.

Work is complete in regard to developing a specific 'brand story' for the Business School. This has involved interviews with students, staff and alumni. This process is now under way with the College of Education, Health and Human Development. A suite of videos will be implemented progressively over the year – the College of Arts is the first recipient of this process.

A website has been constructed with information for New Zealand-born students and parents living in Australia with over 700 visits to the site to date. A presentation has been completed for the College of Education, Health and Human Development so that a Tokyo University opportunity can be leveraged with the prospect of bringing 100 Japanese students a semester to UC in 2020.

3.2 Liaison

UC Information Evenings for prospective students and whānau began in May around the regions, with support from Colleges. Two additional evenings have been scheduled this year in Dunedin and Timaru. Around 1,100 students and their families have attended an Information Evening so far, with Christchurch attendance, at around 550, significantly up on last year.

In addition to information evenings, the team represented the University at Careers Expos in the Bay of Plenty, Christchurch, Nelson, Manawatu, Hawkes Bay and Dunedin.

Partnership facilitation was provided to the School of Health Science regarding a Bachelor's "upgrade" pathway for Advanced Diploma students at the New Zealand Institute of Sport into the second year of the Bachelor of Sport Coaching.

The Senior Engagement Coordinator continued to meet with International Directors in local secondary schools (Burnside, Papanui, Rangi Ruru and Lincoln) and visited Linwood High with members of SMT to discuss working with Linwood High's Community of Learning.

In collaboration with the Events and Partnerships team, hosting students at Tactix and Crusaders games, and skills sessions in schools with Crusaders team members continued throughout May.

3.3 Admissions

The new Admissions Team Leader started on 29 May. The team has focussed on creating and refining the new Postgraduate Admission Assessment Template, which has been rolled out to Colleges and Departments. This will be developed further.

EDP applications for the October 2017 intake are being worked on, as well as the assessment and issue of offers for the July intake for other programmes, including UCIC students. The cut-off date for the July intake (other than UCIC) was 2 June, in order for students to be able to arrange visas.

PhD applications are ongoing and the final paperwork for US Federal Aid audit has been submitted.

The current focus for the team is priority applications in all areas for the February 2018 intake.

3.4 Enrolment

Online Applications for Programme Entry are expected to be available to students from August.

PhD reminders are being emailed to 40 re-enrolling students for June 2017. The team is tracking at a 16% increase on PhD/EDD/DMA numbers for the same period in 2016.

3.5 Contact Centre

The new Contact Centre Management Software (Contact Expert) has been successfully implemented, with the team finding the new software intuitive and the search function valuable. Teething issues are minor and being resolved in a timely manner.

Pink Shirt Day to “Stand together and Stop Bullying” was a huge success with most teams within Student Services and Communications (SSAC) and the wider UC Community wearing pink and enjoying shared morning teas. This promoted conversations and raised awareness on bullying within our organisation and the UC community.

The Shared Services team has been focusing on the Student First programme, assisting the Scholarships team to improve processes.

3.6 Scholarships

A new Scholarships Team Leader started in May. Key team milestones included UC Doctoral and Master’s scholarship applications closing on 15 May, and the Rhodes Scholarship Information Evening on 1 June. Staff have also been supporting the Student First programme in anticipation of the scholarships portion of the programme.

The Scholarships Team is currently focused on aligning school leaver scholarships offers with accommodation offers in September and the delivery of scholarships through to the end of the year.

Changes under way to scholarships processing include the development of a single application form for the school leaver market, (saving considerable time for applicants), seeking references for shortlisted school leaver applications only (saving significant time for secondary school teachers), and eliminating excess documentation of grade point average calculations for UC Doctoral and Masters applications, while retaining sufficient information for quality decisions.

3.7 Accommodation

The annual flatting expo will be held on 27 July. The team is working with the UCSA, Tenancy Services and local property managers to provide content and presence at the expo. A student centred video will be shown continuously during the day with opportunities for students to ask questions of the experts attending. UC also has produced a flatting guide for students.

Open Day accommodation options are now linked to the Open Day web content. The halls will have tours from 12 July to 4 August.

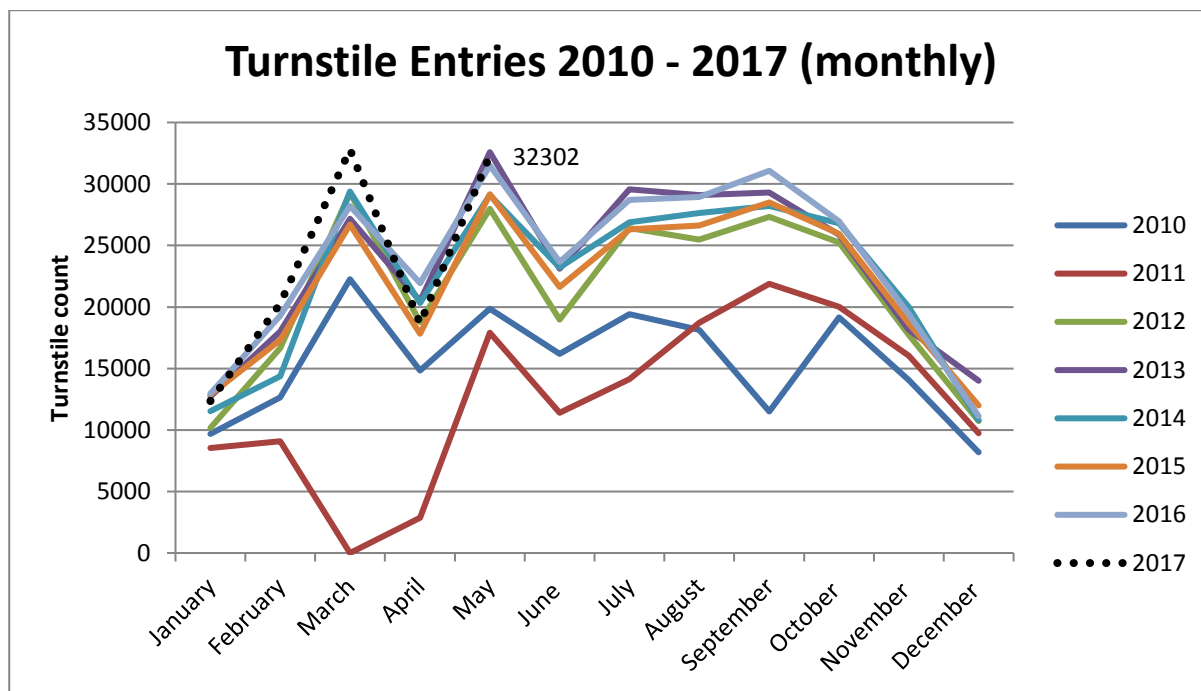
Accommodation Services has been attending the Information evenings around the country. The new accommodation guide has been well received by students and families.

Affiliated Housing has 100% occupancy, with a waitlist for Semester Two and enquiries for September for the Taught Masters intake. In-house events have been well attended.

Accommodation Services has been working with Capital Works on value engineering for Dovedale One development and progress on site continues to go well although there are a number of variance claims and development levies which are likely to cause a cost over-run of up to 5% of the initial project cost. Sonoda residents and the neighbouring community are receiving fortnightly updates on the project.

3.8 UC RecCentre

Membership and Usage



May turnstile count was 32,302 and is the third highest monthly count since May 2013. This represents an average of just over 1,000 visits per day. In reality, most are through the early part of the week, at around 1,500 per day, and smaller numbers (~800) at the end of the week and weekend.

Assuming the same trend from previous years continues, with overall increase in usage of around 2.2%, we could expect to see 290,000 visits to the centre in 2017.

As at 8 June, our student membership was about 7,000, with more representation from international students than other groups.

Work has begun on the Indicative Business Case for a new Recreation Centre for consideration by UC Council.

3.9 UC Sport

Throughout the month of May Recreation Centre staff facilitated a Curious Minds initiative with three local high schools, based on Science in Sport. Curious Minds is a New Zealand Government initiative with a ten-year goal of encouraging and enabling better engagement with science and technology for all New Zealanders. All schools found this very engaging and wish to return next year, if not before.

Millie Morgan, UC Student Athlete Commission rep, has been selected as one of two representatives from New Zealand to attend the International University Sports Federation (FISU) Volunteer Leaders Forum in Russia from 2-8 July. This will bring together leaders in sports volunteering from 170 FISU member federations. The forum is conceived as a means to help young volunteer leaders from all over the world actively contribute to the international volunteering movement and thus to promote intercultural dialogue and international cooperation for the benefit of university sports worldwide.

3.10 Academic Skills Centre

In Semester One, the Academic Skills Centre (ASC) taught into 47 credit-bearing courses. 62% of this teaching was at the undergraduate level, with the remaining 38% at the postgraduate level. Research in New Zealand and overseas indicates that the contextualised or discipline-based teaching that is practised in these embedded sessions is a highly effective strategy for students to acquire academic skills.

A collaboration from across UC including the Postgraduate Office, the Library, the Academic Services Group, Careers, E-Learning Support and the ASC resulted in the inauguration of an Autumn GradFest, a week of lectures and workshops for Masters and PhD thesis writers. This is in addition to the existing November GradFest.

At the student self-referral level, the strong initiative shown by students to engage with ASC's services early in their study at the start of the year has continued into the second term, with ASC remaining at close to full capacity throughout the term.

Student uptake for Semester One	Unique Students
Consultations	642
On-Call	402
Generic ASC workshops/seminars	778
Supplementary groups	886
Embedded Teaching	2,790
Total using ASC services	4,130

3.11 Careers, Internships and Employment

The first half of the year for Careers Internships and Employment is always especially busy with student and employer engagement, graduate recruitment activity and associated student decision making and job applications, Career Fairs and employer information sessions.

In addition to this employer and related activity, the careers team has continued to provide core career education services to students, as well as increasingly more targeted and integrated career education activities, including:

- Workshops for Student Club Execs “making the most of the Exec Experience from a Careers perspective”
- Projects for ‘COMS 207’ class; focused on better messaging career education services and the Co-Curricular Record
- International Student Event – “NZ Work Visas and Employment Rights”
- LinkedIn Workshops
- Collaboration with and contribution to College related career education initiatives

A focus as the year progresses will be ensuring services offered through UC Careers are more explicitly linked for students to the Graduate profile and their development of the graduate attributes. Work has already begun to ensure there is more bicultural content in resources and delivery.

3.12 Student Care

The Student Care team has had 500+ unique student engagements to date this year. It is continuing coordination of the care for UC and UCIC's U18 international students and the Ministry of Foreign Affairs and Trade's (MFAT) New Zealand Scholarship students (NZ Aid).

The team has continued to provide pastoral care and student support to domestic and international students as well as active outreach support for at-risk student cohorts, such as students identified under UC's Academic Progress Review and departmental processes during term time. Other general pastoral care provided includes support with significant welfare concerns, financial issues, insurance, immigration and StudyLink issues, orientation and transition, and issues of a more general nature.

3.13 Go Canterbury

May was a busy month for the Go Canterbury cohort with the start of winter trip to Hanmer. With the lead up to exams, students also attended a Psychological First Aid course that was themed to help them assess stress in themselves and others, and determine appropriate response strategies. As the term ended the cohort attended an informative session about flatting and looking ahead to job seeking by developing their CVs and networking skills.

3.14 Transitions and Engagement

Intake students completed CUP courses with exams starting in the last week of May. Results are not yet available, but the programme was the first to fully implement the new exam management system. Implementing a new more automated system has created efficiencies and convenience for users, not least of which is every student receiving an individualised exam timetable.

This intake was also the first under new CUP regulations. Students had to complete 60 credits from CUP courses to receive the award, when previously the award was achieved with 45 credits and a C average. As a result, a drop in completion rates is expected. Teaching staff have been working to ensure that assessments give students a fair chance and that the workload across courses is coordinated and evenly spread.

The renewal of the contract with Hagley College for the joint delivery of CUP has required significant attention. We are looking to renew the contract, with some aspects being renegotiated. This is an important relationship for UC as it meets TEC expectations and creates pathways for students into the University.

3.15 Pacific Development

Student drop-ins increased in week three as it was the final date to withdraw from courses. Early alert follow ups from course coordinators also increased, with many lecturers making us aware of Pasifika students who had disengaged with courses.

Jandals 2 was held on 17 May allowing PDT to reconnect with students. Over 150 were in attendance.

The Adult Student programme had its second event for the year and the turn-out grew significantly from the first event to close to 40 people. This number is expected to increase as the team continues work to better support Pasifika Adult Students.

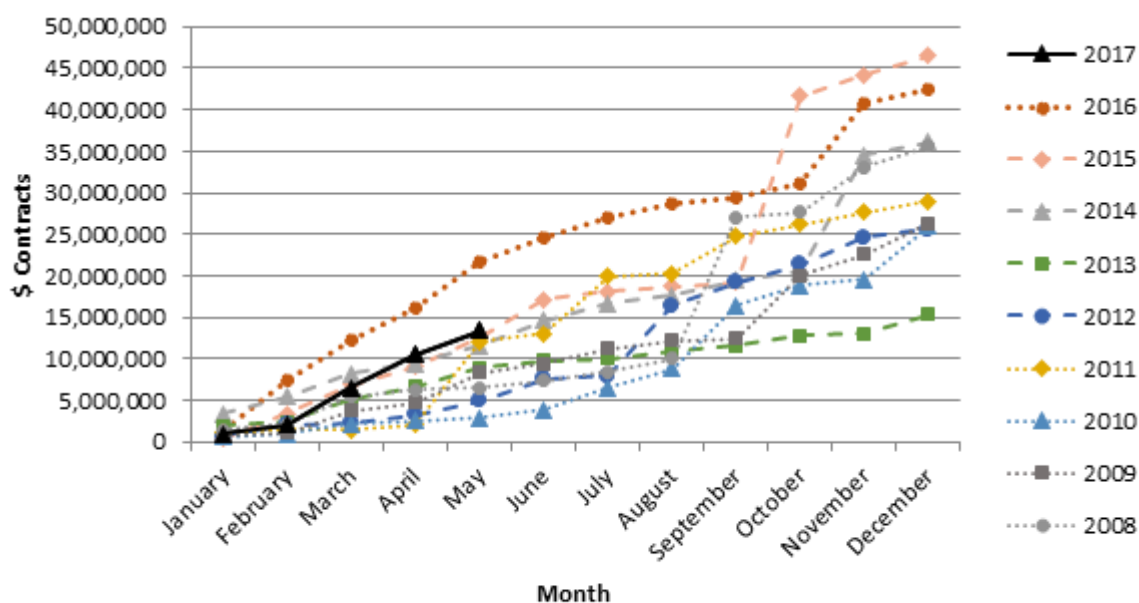
UC was present during the Christchurch SPACPAC events held in May which attract 500+ local Pasifika students. PDT staff served on the judging panel at the speech competitions.

4. CONCENTRATE

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

4.1 DVC Research and Innovation

Research and Innovation is managing 413 research contracts, worth a total value of \$136.8m. To date this year, 106 contracts worth a total value of \$14.3m have been executed, and 29 contracts worth at least \$4.4m are pending (i.e., in the process of being executed). UC holds 49 National Science Challenges contracts worth \$19.0m (with four contracts worth \$1.7m pending), and 69 CoRE contracts worth \$27.7m (with seven contracts worth \$1.0m pending).



4.2 Research Development

UC has submitted six full proposals for the 2017 MBIE Smart Ideas round, following referee review of an initial 22 submitted short proposals. The submitted full proposals cover research areas that include non-clinical tests for diabetes using new biomarker discoveries, development of secure “beyond line of sight” control of autonomous aerial drones, development of bioinformatics software to improve recombinant protein technology, development of new generation glycoproteins for potential biotechnology and pharmaceutical use, and development of new MgO-based binders in cement production rather than the existing CO² emitting CaO-based binders.

The results of these proposals, which are assessed equally on their science excellence and impact to New Zealand, will be known in mid-September.

Of the 96 “Expressions of Interest” submitted by UC to the 2017 Marsden Fund, 22 have been now invited to full proposal submission. The full proposals are being submitted from across all five Colleges, though Science (9) and Engineering (9) continue to dominate UC’s Marsden Fund profile. UC’s success rate of 23.9% in this first stage of the process was the third highest of the eight New Zealand universities submitting to Marsden this year with only Otago and Massey having greater success. Consistent with an analysis of prior UC Marsden funding over 2013-2016, greater support and mentoring is being offered to full proposal proponents this year to improve success in the second round where historically UC success has been lower.

UC has been successful with a proposal submitted to the MBIE Te Pūnaha Hihiko - Vision Mātauranga Capability Fund with a project entitled “*A First Nations Partnership across the Takiwā of Te Ngāi Tūāhuriri and into the Pacific*”. This is the second significant Vision Mātauranga project secured from MBIE, and is further evidence of the progress in working with iwi and hapū. The research will undertake an “exploration of evidence based western science and Mātauranga Māori” as a means to provide catalysts for research organisations and hapū based practitioners with a particular focus around water quality of Tutae Patu Lagoon (North Canterbury) and its potential impact on Taonga species.

4.3 Research Infrastructure

The *eResearch 2020* consortium (comprising REANNZ, NeSI, and NZ Genomics Laboratory) has released a vision paper entitled “National Research Data Programme” <http://www.eresearch2020.org.nz/> which makes the case that New Zealand is not capitalising on the full value of Government research funding (currently >\$1.5 B), and that a key gap is appropriate institutional support and resourcing of digital data archiving and management. *eResearch2020* is proposing a series of recommendations and “makes a pitch” for \$50-70 M over five years to enable these. Data archiving, open data, data discoverability, and issues of access versus storage are being widely discussed in a number of fora, and MBIE itself is moving in this area with proposed linkages of data management, research outputs, and research outcomes being linked back to specific researchers and institutions via ORCID (<https://royalsociety.org.nz/orcid-in-new-zealand/>).

Following a request from MBIE, UC has provided comment and feedback on proposed regulations under the “Outer Space and High-altitude Activities Bill”. A number of clarifications were being sought by UC including whether educational exemption included universities (in addition to the primary and secondary schools), how regulations would apply to multinational and collaborative research activities, and whether the regulations apply only to New Zealand territories, or include New Zealand entities (including universities) operating offshore. The underlying rationale of UC’s response was to ensure that the final regulations do not impose an unnecessary and burdensome regulatory regime on UC where we are currently undertaking, or working toward, outer space and high altitude activities (including rocketry and satellite development), as part of our institutional teaching or research.

4.4 Research Reputation

The 2017 QS rankings have been released in recent days and the University of Canterbury has retained a ranking of 214 – the same ranking as 2016. Our peer New Zealand universities – the University of Auckland, the University of Otago, and Victoria University of Wellington have 2017 rankings of 82, 151, and 219 respectively. We remain the third-ranked New Zealand university, though Victoria University of Wellington has improved to 219 from 228 over 2016 -2017.

The University of Otago has also improved from 169 to 151 over the same period. Largely due to an increase in the number of universities (which now number >46,000 globally), UC is ranked in the top 1% of international universities – as measured with the QS rankings. UC’s marketing (particularly where there is digital delivery) is being progressively updated to reflect this “top 1%” status rather than the prior “top 3%” status.

UC has started a significant analysis of how UC can maximise / optimise its QS ranking, including undertaking a comparative QS indicator analysis against international, non-medical universities ranking higher than QS 150. Further, UC will take a more proactive approach, consistent with the practice of other New Zealand universities, to submitting names for the “academic reputation” and “employer reputation” factors in the QS survey process.

UC expects the Times Higher Education rankings to be released in July.

4.5 Postgraduate Research

Postgraduate research student numbers continue to increase as enrolments exceed submissions. Current PhD numbers are 1,003 (at the end of May).

Other highlights for the month include:

- 2017 Masters taught and research as at end of May 2017 is 1,578 EFTs;
- New 2017 PhD enrolments at end of May 2017 is 121;
- Submissions for May total are 30 EFTs, (11 PhD, 19 Masters);
- Completions for PhDs and Masters for May 2017 is 37 (3 PhD, 34 Masters,);
- 165 individuals attended the Autumn Gradfest with a series of lectures, seminars, and workshop hosted by the Academic Skills Centre, the Library and Dean of Postgraduate Research.

4.6 Innovation

The Deputy Vice-Chancellor Research and Innovation and Pro-ViceChancellors of Science and Engineering have meet the new chief executive of Callaghan Innovation to discuss ways of increased collaboration and innovation. Callaghan Innovation is a significant partner with UC, including its Protein Development group being embedded within UC’s School of Biological Sciences. An updated “business model” is being developed by Callaghan Innovation, and it will be seeking “capability / capacity statements” from all New Zealand universities including UC, so it was clearer where expertise lay across the New Zealand research / innovation base.

The Deputy Vice-Chancellor Research and Innovation has meet the management and board members of the “Science for Technological Innovation” National Science Challenge (NSC), and discussed the innovation landscape across New Zealand and the current limitations of it. UC is a significant partner in this NSC, with Professor Geoff Chase a Portfolio leader for Medical Technology research.

5. DVC Academic

5.1 Student First Programme

The Student First Programme Business Case was endorsed and approved by Council on 31 May. As part of the approval process, the Business Case has been subject to significant discussion and consideration. The Programme will provide the foundation for achieving UC's strategic transformation goals by refreshing the Student Management System (SMS), thus enabling ongoing improvements to the student experience and internal processes. The Programme Team is currently focusing on making enrolment processes easy, fast and certain for students through delivery of the Easy Enrolment project. An early release for this project is planned for late July targeting student enrolments for the College of Education, Health and Human Development.

5.2 Timetabling

A new timetable manager started on 19 June. We have also made a job offer for the position of Timetabling Coordinator, and may need to progress with hiring a Timetable Officer in the near future, thus returning the team back to full strength.

The biggest strain on resources has been the reallocation of timetabled teaching in the RRSIC building following construction delays. The Echo360 integration project is progressing and will move to the testing phase shortly.

5.3 Academic Services Group

The mid-year examination period is a time of considerable work for students and staff alike. At the conclusion, students will have a well-deserved break and marking will conclude not long after. This is not the end of the process, as then the Deans, Academic Managers and Central Service Groups work through academic progress. This is always a stressful period of time for all concerned. This year we see a slightly longer mid-year period, which should hopefully help compensate for the stress and provide some time to recuperate and prepare for the next semester.

A recurring theme in the last few reports has been work on the Academic Regulations Review. This month will see the conclusion of the review of qualifications and most of the general regulations. The working group assisting the process has acknowledged that this is a continual piece of work and has helped in mapping out more, but smaller pieces, for review in the next cycle.

The Academic Board ran a workshop at the conclusion of its last meeting on Student Mental Health and Wellbeing. This was positively received by all concerned and further workshops will be scheduled. The minor course change system closes on 1 July. This also marks the beginning for significant 2018 planning such as timetabling, Summer School and Semester One offerings for next year.

6. Office of the AVC Maori

6.1 Graduate Pillar – BICC

The Graduate Profile workshop held at Tuahiwi Marae on 2 June was well attended. Holding this hui at Tuahiwi Marae provided a depth of context and a powerful learning experience, as well as allowing space for group work and conversations. Associate Professor Te Maire Tau gave a keynote address, modelling narrative pedagogies, illustrated by the history of Ngai Tūāhuriri, to make connections to the Graduate Profile attributes. The workshop was framed by the Mihi method, which was used to unpack what the different Graduate Profile attributes mean from a student perspective. Many staff noted the manaaki they received and found their experience on the marae was very positive personally and professionally. The focus on the Bicultural Competence and

Confidence pillar showed the strength of collaboration by academic staff and Kaiārahi, which is achieving some significant outcomes. The second BICC hui for 2017 was held on 15 June.

6.2 Te Tari o te Amokapua Māori - Office of the AVC Māori

Culturally Responsive Pedagogy: From Theory to Practice

Culturally responsive pedagogy: from theory to practice is a new staff professional development programme provided by Office of the Assistant Vice-Chancellor Māori. This programme is designed for academic staff as an opportunity to develop and thus contribute to Te Rautaki Whakawhanake Kaupapa Māori: Strategy for Māori Development. Those interested in this programme can enrol via the Learning and Development intranet.

6.3 Tangata Tū, Tangata Ora staff professional development programme:

General programmes and tailored programmes are being provided in 2017. The general programmes for 2017 are booked out and we continue to receive requests for additional tailored workshops to be provided. We are looking for opportunities for additional general sessions later in 2017. The flow-on effect from participation in this course is now making a noticeable effect, where colleagues are engaging collaboratively across a number of courses and departments. Another effect is that colleagues are now wanting to evaluate their postgraduate courses against the kaupapa and some new postgraduate programmes are being designed with significant bicultural content from the start.

6.4 Te reo in the Workplace professional development programme:

This staff professional development programme is continuing in 2017, with dates in March to November 2017. The programme is now facilitated by the Māori Education Support Coordinator in the College of Education, Health and Human Development. Colleagues wishing to participate can enrol via the Learning and Development site on the intranet.

6.5 Kaihautū Ako Māori

Following on from the project of developing te reo naming of the RRSIC, we are contacting experts in this area regarding a possible national development project, focussing on the development of technical and scientific terms in te reo Māori. This may lead to a collaborative project hosted by UC later in 2017 or early 2018.

Colleagues across the university are expressing interest in building their te reo skills, such as practicing their mihi. The Māori Education Support Coordinator in the College of Education, Health and Human Development is able to provide one-to-one te reo sessions and small group practice sessions, and can be contacted by colleagues directly.

6.6 Kaiārahi Colleges

A new Kaiārahi Māori has completed induction and is meeting with colleagues in her areas of responsibility. Responsibilities and area of focus for the Kaiārahi have been reconfigured, and other mahi evaluated in order to ensure the team's workload is both manageable, sustainable and meets the University's needs.

6.7 Kaiārahi Service Units

The Kaiārahi continues to work with service units and has had a number of enquiries about the Kia Ngaringari Māori staff recruitment pilot programme. A continuing, fulltime staff member was the first appointed under this pilot programme in May.

6.8 First Nations Futures' Programme

The selection process for the First Nations Futures' Programme for 2017 is now in process, in collaboration with Te Rūnanga o Ngāi Tahu, the Ngāi Tahu Research Centre and Kamehameha Schools. The programme is an important development opportunity for Māori students who are considering postgraduate study. A significant number of Māori students now enrolled in PhDs are graduates of this programme.

6.9 Waiata tautoko

The Office of the Assistant Vice-Chancellor Māori organises a weekly waiata Māori session and all staff are welcome to participate. Waiata sessions are held from 11.00 am to 12 noon on Wednesdays in room 208, Te Ao Mārama building. Te Ratonga Ākonga Māori - Māori Student Development Team

The first term has been very busy for the Māori Student Development Team, with many students calling on their advice and support. Many students have commented on the improved visibility of the Māori Student Development Team in the new ground floor location.

Exam preparation workshops for first year students have been held at the end of the term and in study break.

Please see below the May 2017 statistics:

Head Count	Domestic												
	MAY												
	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
Academic College (course based teaching splits)													
College of Arts	337	351	354	417	471	14	3	63	54	4.2%	0.9%	17.8%	12.9%
College of Business and Law	204	201	247	285	328	(3)	46	38	43	(1.5%)	22.9%	15.4%	15.1%
College of Education, Health and Human Development less Ed Plus	305	297	303	277	278	(8)	6	(26)	1	(2.6%)	2.0%	(8.6%)	0.4%
College of Engineering	209	231	252	340	361	22	21	88	21	10.5%	9.1%	34.9%	6.2%
College of Science	253	278	314	355	364	25	36	41	9	9.9%	12.9%	13.1%	2.5%
Service Units	27	31	23	40	51	4	(8)	17	11	14.8%	(25.8%)	73.9%	27.5%
Total	909	923	967	1,050	1,145	14	44	83	95	1.5%	4.8%	8.6%	9.0%

6.10 Māori Outreach and Recruitment

Ekea! Year 11

Year 11 students and their teachers participated in Ekea!, a tailored development programme provided by UC. This was a total of sixty participants. We have received enthusiastic feedback from both teachers and students. In particular, the teachers are keen to follow up with the workshop leaders, (Tu Kaha), as they would like to have this training offered as part of the professional development options for high school teachers.

This two-day programme also included a workshop for the benefit of our tuākana. The workshop focussed on identity and development of personal connections to tīpuna, rūnanga and whakapapa.

6.11 Manukura

The Maori Student Development Team supported Te Tapuae o Rehua at Rehua Marae, with 60 students, tuākana and the Māori Student Development Team staff participating over a weekend. This was a leadership development programme for Year 10 and 11 high schools students from Ōtautahi Christchurch eastern cluster schools. This is a follow-up programme from the 2016 Te Ara Raukura Leadership Summit. About sixty students from seven kura and their teachers attended.

7. CONNECT

7.1 Communications and Engagement

<i>Engagement Data</i>	
Intercom	Open rate 42% (International benchmark = 21.8%)
Insider's Guide (student newsletter)	Open rate 52.2%
Twitter	Ranked first for Twitter engagement 5,154 followers (69 new followers in May)
Stakeholder Newsletter	901 Subscribers Open rate 44.4% (industry average = 17%) Clicks 8.65% (industry average = 2.2%)

7.2 Project Communications

Regular communications about the student accommodation on Dovedale are being circulated to relevant UC staff, tenants and close neighbours.

A comprehensive presentation “Transforming a campus to enrich the student experience” has been prepared for the Director of Capital Works to deliver to Careers Advisors on update day. The final version of the UC Key Facts intranet page is being prepared following significant stakeholder feedback.

Work is under way on a new web page for health and safety content. The landing page will be aimed at students and their parents and will provide an overview of the initiatives and processes in place at UC. Also on the Health and Safety front, a student feedback session was held in May to get feedback on the Think first Health and Safety campaign to date, and to discuss ideas for the next stage of the campaign.

A communications plan has been prepared for the UCSA ground-breaking ceremony which will be held in July. Work continued on writing articles for the UC Foundation Annual Report.

7.3 Media

May coverage of UC-related topics was overwhelmingly positive, with much coverage generated proactively. Highlights included extensive coverage on broadcast, print and online media for the UC Arts and Teece Museum of Classical Antiquities’ official opening at the Arts Centre.

There were also successful pitches to Fairfax Media (Press) and NZME (NZ Herald), which both ran Bruce Robertson’s op-ed on electric cars. Quake structural engineer Rajesh Dhakal was videoed by Fairfax Media (Press) for their extensive interactive feature on the CTV building inquest.

Tammy Steeves spoke on de-extinction and the re-extinction vortex on Jesse Mulligan's Radio NZ show. The Press ran online an op-ed on Trump's America by Billy O'Steen. UCE Kaikoura Challenge students featured prominently in local Kaikoura news.

MTV visited the UC campus to film voxpops with students. A request for a correction became a successful pitch to a Press reporter about UC timber technology. Sacha McMeeking will feature as a 'Futurist' panellist on the What Next? TV series hosted by Nigel Latta and John Campbell in a live, interactive, week-long event in June.

An analysis of UC coverage produced between 1 and 31 May (Broadcast, Internet, and Print) found 601 items. This coverage reached a cumulative audience of 7,388,390 and had an advertising space rate of \$2,739,236.

7.4 External Engagement

The 24 May UC Connect public lecture on the science of rock-climbing, *To Fall or Not to Fall* was well received, with a large audience. The 31 May UC Connect talk by Mark Menzies was the first performance lecture and also the first UC Connect to be held in the new Recital Room at UC Arts in the Arts Centre. Audience feedback included: "Speaker was great and lively. When Mark performed it sounded fantastic in the room."

7.5 Stakeholder Relations

The UC Community Meeting on 1 May went well with a round of applause at the conclusion. The next community meeting is planned for 7 August.

7.6 Events and Partnerships

In early May, UC exhibited at the Christchurch Careers Expo, aiming to support domestic undergraduate recruitment by presenting UC as the top choice for school leavers through the provision of substantial information on course options at UC. UC's stand received about 5,000 visitors and over 8,000 undergraduate publications were distributed. Interactive displays were promoted on Facebook and reached an audience of around 78,000.

Eighty guests helped celebrate UC returning to The Arts Centre of Christchurch with the official opening of UC Arts, our new home for UC Classics and Music programmes in the restored Chemistry building.

In-schools training sessions with Crusaders and Tactix players were held at Middleton Grange, Lincoln High and Haeata College (Aranui). We also facilitated a training session for all UC Cup (schoolgirls' competition) with Crusaders players and UC sport at Rugby Park – this was attended by 50 students. The Liaison and Alumni teams hosted school careers advisors and corporate donors respectively and the Events and Partnerships team facilitated 400 current UC students on buses to the Crusaders v Hurricanes game.

The team also ran an activation at the game to interact with attendees – giving away branded merchandise and holding a game of target footy. All partnership activations are shared on social media and during May we had a reach of over 110,000.

Early in June the team supported Liaison with the on-campus Christchurch Information Evening recruitment event. Attendance was up around 38% on last year with 532 attendees.

Open Day planning is well under way and the team is preparing for a large crowd. Getting attendees to register has been a focus and they are tracking 91% up on last year. This year an Open Day app has been introduced to improve the attendee experience.

Planning is under way for Careers Advisors Update Day, Open Day, Ekea Year 12, Women in Leadership Breakfast Christchurch, the Year 10 UCan programme, Postgraduate Options Evening and more engagement opportunities through our sponsorships with the Crusaders, Tactix and Christchurch School of Music.

8. Alumni and UC Foundation

8.1 UC Foundation

	Income	Distribution
2016 Year End	\$8.6m	\$4.1m
2017 Target	\$9.5m	\$4.5m
2017 YTD	\$3.7m	\$4.5m

	Donors	Gifts
2001 to date	7,429	23,646
2017 to date	548	912

8.2 UCFA (US)

A transfer of US\$344,037.55 was made from UCFA to UCF in May representing support for the Arts Centre, annual appeal, Townsend Teece Telescope and the UCSA building campaign.

8.3 NZ Trust (UK)

Alumni events in London (135), Oxford (30) and Cambridge (19) took place in May. A \$10,000 gift was received and confirmation of a new legacy (potential for \$6.5m) and clarification on an existing bequest was secured. Staff attended the AGM of the UK Trust. The UK Trust and Alumni group is organising a fundraising event in October. A review of online giving for the UK is under way to find a more cost-effective supplier.

8.4 UCF

We have reviewed fund status with College Finance Managers. \$2.4m of funds spent in 2016 or earlier but not drawn down until 2017 have been identified and transferred to UC, predominantly in Engineering.

8.5 Fundraising

The Annual Fund mailing has raised over \$40,000 with telephone calling continuing in June/July, and \$320,000 has been raised for the UCSA campaign in the year-to-date. Auckland events with the College of Business and Law are being followed up by the College. A new Scholarship with Milmeq (Engineering) was finalised and work continues on the regulations for the John Waller scholarship, which is being funded by the Bank of New Zealand and Price Waterhouse Coopers.

8.6 Stewardship

The Arts Centre opening celebrated the support of donors, specifically the Teece and Service families. Press coverage of the opening secured an additional \$10,000. The College of Arts would like to secure sponsorship for ongoing events at the Arts Centre – this will be more fully scoped in order to identify potential sponsors.

8.7 Alumni

The UC Alumni Facebook page now has more than 4,800 followers and remains the second largest of New Zealand universities. A Crusaders Alumni match/hospitality event was sold out, hosted by the Chancellor and Mrs Wood, with incredible feedback received. An Alumni event in Wellington was well attended. The most recent Chronicle magazine was posted to alumni, stakeholders and schools in collaboration with the Communications and Engagement team.

9. **ENABLERS**

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

9.1 **Staff Matters**

9.1.1 **Organisational Culture**

One way of setting out how we expect to interact with each other is through a set of competencies. Competencies describe the knowledge, skills and behaviours that we believe best support our pursuit of the University Statement of Strategic Intent. They are then embedded in our Human Resources processes e.g. recruitment, orientation, PD&R, learning and development programmes, and guide us in our selection and development of our people. Refreshed academic position descriptions, informed by a revised set of UC competencies, are currently circulating for staff comment and input. These competencies will also be applied to General Staff roles over time. Please contact the HR team in your College or Service Unit for more information.

9.1.2 **Bi-cultural Competence and Confidence**

A number of initiatives are under way to help staff support our goal to produce graduates with bi-culturally competence and confidence. One of these is the Tangata Tū, Tangata Ora course. To date, 235 academic staff and 130 general staff have attended this programme.

9.1.3 **Health and Safety**

Students' Health and Safety

The UC Health and Safety team is looking at how to further promote students' engagement in their Wellbeing, Health and Safety. One way that students can become more involved in keeping themselves and others safe is to notify health and safety issues and hazards as they see them. This can be done via the University's Health and Safety online system, (RMSS), and I encourage staff to use this facility. Information about how to do this can be obtained on the Health and Safety website or by contacting your Health and Safety representative or the Health and Safety team.

Staff and Student Wellbeing

A working group of staff is reviewing how UC supports the wellbeing of students and staff. If you have any feedback about how this could be done differently or better, the Director of Human Resources would appreciate hearing from you.

9.2 **Infrastructure**

Detailed reports on projects are contained in Appendix 13.1

The UCSA has confirmed the name of its new building as Haere roa, a name associated with Ngai Tahu presence at the site on the river.

10. Financial Outcomes: (Management Accounts to 31 May 2017)

May 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	144,229	144,867	(638)	351,050	349,699	(1,351)
Total Operating Expenditure	142,142	144,948	2,806	360,170	356,604	3,566
Net Surplus/(Deficit)	2,087	(81)	2,168	(9,120)	(6,905)	2,215
Net Surplus/(Deficit) as a % of Total Operating Income	1.4%	(.1%)		(2.6%)	(2.%)	
Capital Expenditure	78,619	115,600	36,981	205,980	195,000	10,980
Cash/ Short Term Investments/ Short Term Government Stock	272,231	240,133	32,098	138,268	214,899	76,631
Working Capital	171,925	156,838	15,087	107,074	169,178	62,104

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

Actual Total Operating Income is unfavourable to budget as at May 2017. This overall unfavourable position is due mainly to unfavourable variances in sundry income (mainly income from UCF/ Trusts), and tuition fees. Actual Total Operating Expenditure is favourable to budget. This favourable variance relates to total personnel expenses and building depreciation. At this time of the year, the majority of the difference is mostly phasing.

We had been budgeting for an operating deficit as at the end of May 2017 of (\$0.081)m, but have returned an operating surplus of \$2.087m. This is a favourable variance to budget of \$2.168m.

Capital expenditure is currently \$36.981m below budget. \$66.730m of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year to date budget of \$90.571m. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by \$13.140m. While UC Futures projects are expecting to complete by 31 December, other projects are being delayed and the forecast capital expenditure for the year has been reduced to \$195.000m.

10.1 Cash Flow

The May 2017 cash position of \$272.231m is higher than budget by \$32.098m 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 the CETF and RRSIC 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.

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.

10.2 Working Capital

Working capital¹ of \$171.925m at 31 May 2017 is \$15.087m more than budget, mostly due to the higher cash balance explained above partially offset by lower other current assets.

10.3 2017/18 Government Budget

Student Achievement Component (SAC) funding rates are to increase by 1% in 2018 and the fee maxima for domestic fees has been increased by 2%. Two-thirds of teaching income for domestic students is SAC-funded and one-third is tuition fees paid by students meaning the weighted average increase in funding for teaching is capped at 1.33% for 2018 – well below the recent and forecast rate of increase in CPI let alone on campus costs which Treasury estimate increase at 1.5 times the rate of CPI due to the composition of costs incurred by Universities which are disproportionately made up of non-tradeable goods and services.

11. COLLEGE SUMMARIES

11.1 College of Arts (Te Rāngai Toi Tangata)

Issues associated with identity and diversity are central to many aspects of study in the Arts, including but not confined to a Gender and Identity strand in our Cultural Studies major. The College has an ongoing commitment to engaging practically with this as part of its mission, and this has been highlighted in some recent initiatives. These include supporting presentations from writers and academics closely involved in gender identity such as Harvard Professor and poet Steph Burt and writer Ivan Coyote. We are working with QCanterbury and others to incorporate LGBTQI+ students into our Arts Story promotional material, including a student profile connected with the Pride Party 'Out and Proud' which will be held at the Foundry on 4 August. We are looking at ways of supporting our student clubs with events during the University's upcoming Diversity Festival, and English lecturer Karen Saunders is hosting a screening on campus of the film *Intersexion* followed by a panel discussion as part of this. We are also now providing breakout space to members of QCanterbury on the ground floor of the Locke building.

The many other seminars, performances and events delivered from the College of Arts are advertised in our weekly newsletter *Arts Update*. The most recent content can be found at: <http://www.canterbury.ac.nz/arts/arts-news/>.

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

Examples from the 9 June issue include the launch of an exhibition at *The Piano* of Emerging Canterbury Artists from the Ilam School of Fine Arts (12.-2 pm daily from 14 to 28 June); the return of the Court Theatre play "Hamlet: The Video Game (The Stage Show)" with music by School of Music lecturer Hamish Oliver with live onstage performance; and national or international conference contributions on topics including "Small states and the changing global order: NZ faces the future" (Anne-Marie Brady) and "Flying Aboard the Seduction 747: Prince, Humour and Horizontal Erotics" (Annie Potts).

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

UC Business School – Accreditation Matters: Professional accreditation and reaccreditation requirements, deadlines and documentation are at the forefront of colleagues' minds in the Business School as it works towards securing the so-called 'triple crown' of AMBA, AACSB International and EFMD-EQUIS accreditation, currently held by three New Zealand universities – Auckland, Victoria and Waikato. The UC MBA programme was recently reaccredited for a three year period following a two-day visit (8-9 May) to UC by a review panel of the UK-based, professional accreditation body, the Association of Masters of Business Administration (AMBA). The review panel noted a number of commendations and recommendations including three conditions designed to increase student enrolments in the programme. Meanwhile, the initial documentation required for reaccreditation (in 2019) of all UC business degree programmes by the AACSB has to be submitted by the end of June 2017. Finally, the School's initial application for EFMD-EQUIS accreditation must be submitted for consideration by the initial accreditation committee in November 2017. Achieving triple crown accreditation is a major undertaking, but also highly significant to the School's academic reputation and ability to attract quality international students and faculty.

UC Law Students' Success: Congratulations to five former UC Law students who have won places at the Universities of Cambridge and Oxford and will be completing the LLM or BCL in September this year. Seamus Woods (BSc/LLB Hons 2013 - Cambridge has been awarded full funding by the William Georgetti Scholarship; Jessica Davies (BA/LLB Hons 2013 - Cambridge) has been awarded a W.M. Tapp studentship from Gonville and Caius College and a William Georgetti scholarship; Alison Chamberlain (BSc/LLB Hons 2015 - Oxford) has been awarded the 2017 FMB Reynolds Scholarship in Law; Anna Whalan (BA/LLB Hons 2014 -Cambridge); and Andrew Pullar (BA/LLB Hons 2014 - Cambridge). Congratulations also to current Law students: Nichola Hodge, who has been appointed as a Judges Clerk to the Supreme Court; Suzanne Trounson, who has been appointed a Judges Clerk in the Court of Appeal; Stephen Yee, who has been appointed a Judges Clerk in the District Court at Napier; and Robbie Morrison who has been appointed a Judges Clerk in the High Court, Christchurch.

UC Centre for Entrepreneurship News: Over the last month the student club, Global China Connection (GCC), in partnership with the e-commerce giant Alibaba, has been running a competition called *See Me Live*. The competition involved student teams creating a marketing campaign for six New Zealand SMEs seeking entry to the Chinese export market. The competition culminated with a live stream link-up between UC and the UC Business School's Chinese partner University— Zhejiang Gongshang University, Hangzhou, where each team presented and acted out its marketing campaign/advert to Chinese students, who then ranked the campaigns. The top three teams received a fully-funded trip to the Alibaba HQ in Hangzhou and cash prizes totalling \$3,500.

Executive Development Programmes (EDP): UC EDP has been awarded a contract by MFAT worth \$1.5 million to design and deliver in collaboration with the The ASEAN Coordinating Centre for Humanitarian Assistance on disaster management (AHA Centre) the following courses: Critical Incident Leadership: the Introduction to Hazards and Critical Incident Leadership Concepts course (three days in Jakarta), and Critical Incident Leadership Course (10 days in New Zealand). Discussions are also under way regarding a longer-term partnership.

11.3 College of Engineering (Te Rāngai Pūkaha)

As we approach mid-winter we have much to look forward to in the rest of the year. Of major significance is that the final two engineering wings will be finished soon. The planning for this project started many years ago and the end to building disruption is now in sight. We will then look to maximise the benefits of our new facilities, and to that end we will hold a follow up Strategy Day, “Back on Track 2”, to discuss how to achieve the strategy-on-a-page that has been circulated to all staff recently. Darren Levy, from Human Synergistics, facilitated our College’s Strategy Day 1 in April, and he will be back again for our second Strategy Day at the end of August.

There is considerable interest from students in our new Bachelor of Product Design degree, from schools where we have not traditionally recruited. This is excellent news and shows that we have identified a need in the market. We are undertaking a major exercise of school visits and we have interest from schools who do not usually send students into engineering. We have appointed the Head of School, identified premises for the School and will start recruiting for our first lecturer soon.

Finally, later this year, we will be able to celebrate 130 years of Engineering in Christchurch. We have some events planned but they are dependent upon the rest of CETF completing.

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

The theme of our College Pasifika Professional Development this year was – ‘Lalaga: Weaving, Valuing and Embracing Pasifika knowledge’. The theme aligned with the goals of our UC Pasifika Strategy and the six workshops throughout the morning advanced discussions related to strategy implementation. Tufulasi Taleni, our College Kaiarahi Pasifika, facilitated the very successful event which was well attended by our College staff as well as staff from across the University. Leaders and representatives of various Pasifika communities – (Samoa, Tonga, Fiji, Cook Island, Niue, Papua New Guinea) also attended and Dr Melani Anae gave an inspiring keynote address.

Our staff have recently had a number of successes in research (including the Health Research Council funding round) teaching awards, and winning of professional development contracts. We are proud of their achievements and the team effort that often supports award winners. Our team in Education Plus have adapted quickly to the new contracting environment for the provision of professional learning and development for teachers in schools and early childhood centres and are working closely with the newly formed Communities of Learning (COLs), particularly in the Canterbury region.

We are contributing to two important consultation projects in Health and Education:

1. Health Workforce New Zealand is proposing a new investment approach to professional learning for the health workforce. This potentially opens up new opportunities in providing high-quality postgraduate qualifications that meet the changing needs of the professional health workforce. We are well placed with our collaborations through our partnerships in the health precinct to co-design innovative and culturally responsive learning opportunities for a variety of professional groups within the health workforce.
2. We have been actively participating in debates related to the possible advancement of Teacher Education to the postgraduate level (i.e requiring a postgraduate diploma or Masters as the entry qualification into the teaching profession – as opposed to the Bachelor’s Degree as minimal level currently). The New Zealand Council of Education has opened a further round of consultation on this issue.

We support this change and are well placed to lead the country in postgraduate entry level qualifications for students studying Early Childhood, Primary, and Secondary teaching. Education at UC remains in the top 100 in the world according to the 2017 QS subject rankings.

11.5 College of Science (Te Rāngai Pūtaiao)

May was a very busy month for a range of recruitment-related activities. On 23 May, the College hosted a ‘Choose Science. Change the World’ careers evening for prospective BSc students and their parents and whānau, the purpose of which was to illustrate the diversity of not-so-obvious career paths which the BSc opens up. We had five BSc alumni – all of whom enthusiastically gave us their time and passion – in various kinds of occupations and sectors tell their stories. We also used this event as a moment to launch our new BSc collateral, which uses two key themes: personal passion as a pathway to BSc, and BSc and careers. This event attracted 152 attendees, all of whom appeared to be engaged with and enlivened by what they heard. We are optimistic of impact of this event and our new collateral.

In terms of the development of new academic programmes, our work over the last few years has focused on the development of taught postgraduate programmes, and this is an area of EFTS growth for us. At a College Executive planning day on 8 May, we turned our attention to our BSc: one of the pieces of the picture that is becoming clearer and clearer as we continue to gather data and evaluate our options is that the situation we are in with our BSc – static if not falling enrolments - is similar across the country: enrolments in ‘traditional’ science areas are flat. Any BSc growth is in ICT-related areas, which at UC is in the College of Engineering. From information gleaned at a meeting of the PVCs and Deans of Science from across New Zealand held on 9 June, it seems that if anything, we are ahead in responding to this national trend.

On research, we are very pleased that nine of our Marsden proposals have been invited through to the second stage. Mitja Remus Emsermann of Biological Sciences and BIC, Sarah Kessans of Chemistry and BIC, Daniel Price in Gateway Antarctica, Anna Faye McLeod of Physics and Astronomy, and Kyle Nash of Psychology have all been invited to submit full Fast Start proposals. Standard Marsden proposals have been invited from Elissa Cameron, Matthew Stott, and Jason Tylianakis of Biological Sciences and Alison Downard of Chemistry. The deadline for submission of full proposals is 28 June, so these staff are working hard on finessing their proposals.

In addition, four of our MBIE Endeavour proposals made it through the first evaluation hurdle at which they were evaluated for scientific excellence, and they now proceed to be evaluated for their impact. These proposals are from Catherine Febria and Angus Mackintosh in Biological Science for their work on stream restoration; from Rita Dionisio and Simon Kingham from Geography and the Geospatial Research Institute for their work on digital tools for runanga-led planning, from Regina Eisert from Gateway Antarctica for her work on top predators in Antarctic marine protection, and from Dave Schiel for his work on the recovery of Kaikoura coastal marine ecosystems.

During this month, we have also received and digested news of the delay in completion of RRSIC Stage One. Our response to this news has involved a range of unanticipated additional planning work, in particular for the Department of Geological Sciences, which was involved in a carefully staged and timed daisy chain of moves, to allow for demolition of Von Haast. The Heads and their staff have been working very collaboratively with each other and with the project staff to find the most efficient and effective solutions.

12. Conclusion:

The Minister of Tertiary Education Paul Goldsmith visited the ICT Graduate School (SIGNAL) site in the Innovation Precinct and met with a number of partners and students. This initiative and a number of others referred to throughout this report, demonstrate the extent to which UC is collaborating with an increasing range of business and academic partners, strengthening its local, national and global networks.

A number of UC alumni were recognised in the Queen's Birthday Honours awarded this year, among them former Prime Minister, the Rt. Hon. John Key.

Dr. Hamish Cochrane has announced his resignation and will leave UC on 1 September. Hamish has had a long association with the University and during that time made a significant contribution. He has acted as Vice-Chancellor on numerous occasions and addressed a number of difficult circumstances on my behalf since becoming Deputy Vice-Chancellor in 2013. I would like to express my appreciation both personally and on behalf of the University. It is not my intention to seek to appoint a second Deputy and a redistribution of Hamish's responsibilities will be made prior to his departure.

The University must remain on track to deliver on its commitment to cover business as usual costs from business as usual revenue in 2019. Updated forecasting is under way along with a review of the long-term capital plan. There are aggressive student recruitment targets and cost containment requirements along with the likelihood of deferring some capital expenditure in order to retain interest earnings and defer depreciation charges if we are to achieve the required sustainable position. In my view the objective is challenging but attainable.

13. Appendices

13.1 Appendix 1: Building Update

Overall

All campus projects continue to be very busy with the number of tradespersons on campus presently now only exceeding 450, as the number of finishing trades reduces overall on RRSIC Stage One. Work is continuing safely on sites with no major injuries reported for the last period.

Campus Construction Safety Group

The Campus Construction Safety Group continues to meet focussing on the construction projects and their Health & Safety implications on the University's day-to-day business and reputation and most recently, the on campus impact of the UniCycle Project being delivered by the Christchurch City Council. In addition, attention has been drawn to the management of vehicular and pedestrian traffic in the Science Precinct, with construction activity increasing on the Rehua, Electrical Link Recladding and von Haast demolition projects.

The Contractor Round Table Forum has expanded representation to include the Early Works contractor on the UCSA site and the Dovedale Campus Residential Accommodation project. Of note is the increased participation by these construction project H&S teams in the sharing of new H&S initiatives they are exploring or introducing on their sites enhancing further the benefits derived for each other and UC from this specific forum.

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 ensuring critical building activities in advance of commissioning are being met. Capital Works and the College of Science have been working closely together to facilitate a decant from von Haast into temporary accommodation. At this stage we consider this can be done with no impact to the handover of von Haast to Dominion and hence no impact on the RRSIC Stage Two programme.

On site works are as follows:

- Second fix installation continues to all levels with level 4 at 70% and levels 2, 3, 5 and 6 nearer to 80% complete.
- Suspended ceiling framing continues on all levels as areas are available and ceiling tiles are being installed. FCC is currently working through identifying which tiles can be installed and which shall be delayed to enable access to services above for commissioning.
- The birdcage scaffolding to the Atrium framing is being removed with the outer sections remaining in place to aid access for the installation of balustrade glazing to the atrium. The top two levels of the scaffold around the atrium perimeter are due to be removed next week.
- 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, flushing of the domestic hot water system and start-up of the AHU 2. It is important to note that the critical path is through the commissioning period – and a number of building prerequisites have to be completed to enable the commissioning programme to be achieved.
- Novalab laboratory joinery is being installed throughout the building.

The percentage of progress reported by Fletcher at the two fortnightly Site Meetings on 3 and 30 May 2017 were as follows:

- Overall progress on the Construction Programme: 91% an increase of 4%;
- Major building works in progress Building Services 91% an increase of 4%;
- Façade Curtain Wall 96% an increase of 6%;
- Interior Fit out 69% an increase of 7%; and
- Commissioning 22% an increase of 12%.

RRSIC Stage Two

- The contract for Stage Two has been executed, and the first two levels of the von Haast building have been handed over to Dominion.
- Testing for contaminants and asbestos is under way as significant additional asbestos has been identified. The project team has worked through the implications of this and is instigating early testing of Level 1 and 2 to be able to evaluate the implications on programme should these areas also have additional asbestos. The outcome of this additional testing identified very limited issues however, it has extended the requirement to undertake testing in the basement level of the building. Staff access has been restricted to the basement while this additional testing is completed.

Canterbury Engineering the Future (CETF)

Tranche 1

- Practical completion has been awarded for both ECE and CAPE.
- CORE was handed over to UC on 15 February and as planned, teaching commenced from the start of Semester One. The CORE is very well used. However, Practical Completion cannot be provided until Plant Room 12 is fully commissioned due to co dependencies with CORE. Unfortunately whilst the Plant Room is substantially completed, delivery of long

lead time components has frustrated the contractor in completing works, although work-around systems are in place to maintain building operations.

- The CORE UCSA café fit-out is largely complete and opened at the end of May. Final commissioning is required to services facilitating cooking operations and it is anticipated this will be concluded by mid-June.
- The project team recognise close out of outstanding items within Tranche 1 buildings is a priority issue, and this has been recognised in the CETF Project Issues Register. An action plan including new processes has been enacted and key resources have been committed by all stakeholders to address this challenge.

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
- Hawkins has confirmed an early warning of an eight working day delay to Practical Completion of the Fluids and Structures laboratories. This will adjust the handover date for this part of the wing to 12 July unless mitigated, which is very unlikely. This delay has been discussed with all UC stakeholders and post-handover activities have been adjusted accordingly to accommodate the new date. User groups have not reported any consequential issues being caused by the likely delayed handover.
- Aside from this specific delay, works are generally progressing well on site and neither the External Project Manager or Independent Programme Expert are reporting any significant issues in respect of the 30 September practical completion dates for either Tranche Two wing.

Electrical Link Reclad

- Demolition is now complete and RAB is 90% complete.
- Windows, alucobond cladding and the rainscreen panels are now in production.
- The CCC has issued consent for the roof and gutter replacement.
- 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 at present being continued programme delay.
- Construction cash flow to complete the project remains achievable at circa \$4m per month if there are no further major delays.
- Hawkins is preparing a new programme Rev L (expected mid-June) that will make every attempt to deliver the whole building complete, allowing UC to occupy and have ready for teaching on 15 January 2018. The UC team is working alongside the contractor in this endeavour.
- A weathertight shell was achieved by mid-June, with the internal façade panels now fitted to 90% of the building elevations, external glazing under way and façade glazing in progress.
- Completion of the external façade currently remains a significant programme risk although this risk is reducing as progress is being made with adequate shop drawings being provided, Quality Assurance processes developed and Hawkins implement their planning process for the production phase.
- Fit-out works are proceeding on track in the North building and have now commenced in the South building including internal partition installation on the first 4 levels. First fix fit-out work is near completion in both building wings.
- Gib fix and install is the key trade on the programme critical path. Gib installation has commenced and Hawkins have confirmed subcontractor capability to maintain high production rates.
- AV and FF&E procurement processes are proceeding as per the programme dates.
- The Café fit-out tender was issued on 12 May with tenders closing 16 June.
- Planning for UC works and decant is well under way with stakeholders providing input to a Master Programme managed by the External Project Managers with the team cognisant of delays in the RRSIC One project and the need for resourcing and planning an integrated UC project program (rather than for an isolated project).

Other Buildings/ Projects

UCSA

- The Early Enabling Ground works will be completed by June before handover to the main contractor. The soil cement stabilisation works has been completed with only the gravel raft to be completed.
- The building documentation is currently being processed by the various consenting authorities.

- The final tender proposals are currently being evaluated by the Project Team to ensure conformance by the shortlisted contractors and in readiness for a Tender Assessment Panel recommendation by July.
- The project is still on track for the building to be operational by February 2019 and the tender result to be within 2% of the approved Business Case budget.

Arts Centre

- *All work is now complete.*
- *The main contractor is yet to submit the final account. Until the final claim has been submitted, the final account figure can't be specified and final budget vs total cost reconciled.*

Logie and Locke refurbishment

- A contractor has been appointed for the refurbishment of the toilets in these two buildings. The associated works are due to start on or before 26 June.
- An architect has been appointed for the main part of this refurbishment project and has now undertaken a site survey. The consultant has met the Client Working Group to assist in completing the preparation of a Business Case for UC Council consideration to facilitate the delivery of the full project in accordance with the Long Term Capital Plan.

Residential (Student) Accommodation

Demand and supply of beds

- Capital Works continues to work with Student Services and the PCG on developing a high level strategy, and has reviewed the demand forecasts update provided by Price Waterhouse Coopers in April. This has indicated likely timing of future developments with the next phase of development indicated as required for 2020.
- The Student Residential Accommodation Strategy Paper will be provided to the UC Council in July.

Postgraduate apartments at Dovedale

- Work is continuing on site with the creation of the gravel raft prior to the foundations being poured. During June the concrete slabs will be formed and poured finishing the traditional construction activities.
- The off-site construction of the bathroom pods and framing has commenced, with the first bathroom pod to be sighted and signed off in June.
- The project remains on programme for occupation in February 2018.

Head leases and standalone houses

- The Accommodation PCG continues to monitor the situation.

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 the Residential Accommodation PCG.

Discussions with CLV continue as work requires CLV to manage occupancy to provide access over a summer enabling these strengthening works to be carried out.

Projects in planning this month include:

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

13.2 Appendix 2: Upcoming Events Calendar

Date (day/date/month)	Event name	Key goal
Tuesday 20 June	UCF Christchurch Donor Thank you	Promote
26 & 27 June	Update Day	Recruit
Tuesday 27 June - Saturday 1 July	World Marketing Congress 2017	Conference
Friday 30 June	Crusaders In-Schools Training session	Promote
Monday 3 - Friday 7 July	NZ Marine Science Conference	Conference
Tuesday 4 - Wednesday 5 July	International Political Science Association Conference on Democratization and the Military	Conference
Wednesday 12 July	Golden Key Annual Youth Forum	Conference
Thursday 13 July	Open Day	Recruit
Friday 14 July	International welcome (S2) & Mid-Year orientation	Retain
Friday 14 July - Friday 4 August	Diversity Fest 2017	Retain
Wednesday 19 July	UC Connect public Lecture: Science, 'junk science' and how to tell the difference. Presented by Professor Simon Pollard	Promote
Friday 21 July	UCSA Ground-breaking Ceremony	Promote
Wednesday 26 July	SVA UCan Year 10 programme	Promote
Wednesday 26 July	UC Connect public lecture: Marketing mental wellbeing in New Zealand. Presented by Associate Prof Ekant Veer	Promote
Saturday 29 July	UC Chch Youth Orchestra concert: Title TBC	Promote

13.3 Appendix 3: VC Activities

Past	
01 June 2017	<ul style="list-style-type: none"> • Attended the Early and Emerging Career Researchers Awards
02 June 2017	<ul style="list-style-type: none"> • Attended an SMT Development Day Hosted at Tuihiwi Marae • Spoke at the Student Run Club Global China Connection Awards
06 June 2017	<ul style="list-style-type: none"> • Spoke at the Teaching Week Opening Ceremony
07 June 2017	<ul style="list-style-type: none"> • Attended the CDC Winter Economic Update • Spoke at the Christchurch Information Evening
08 June 2017	<ul style="list-style-type: none"> • Attended a Universities New Zealand Meeting hosted in Christchurch
09 June 2017	<ul style="list-style-type: none"> • Attended a Universities New Zealand Meeting hosted in Christchurch
12 June 2017	<ul style="list-style-type: none"> • Visited Burnside High School and Hornby High School on Engagement and recruitment business • Attended a YMCA event held at Readings Cinema
13 June 2017	<ul style="list-style-type: none"> • Spoke at the South Island ICT Graduate School • Spoke at the Annual Murray and Co Exhibition of Emerging Artists
15 June 2017	<ul style="list-style-type: none"> • Hosted the Reserve Bank of New Zealand at UC
16 June 2017	<ul style="list-style-type: none"> • Attended the Chief Executives Forum in Hanmer hosted by Committee for Canterbury
20 June 2017	<ul style="list-style-type: none"> • Attended a Christchurch Donor thankyou event hosted by the University of Canterbury Foundation
21 June 2017	<ul style="list-style-type: none"> • Spoke at a new staff induction • Met with the Auditor General, Martin Matthews at UC
22 June 2017	<ul style="list-style-type: none"> • Participated in Teleconference for the University of Canterbury Foundation in America
23 June 2017	<ul style="list-style-type: none"> • Attended the Christchurch Mayoral Forum's launch of the Canterbury Regional Economic Development Strategy 2017 - 2019
27 June 2017	<ul style="list-style-type: none"> • Spoke at the Christchurch Update Day hosted at UC
Future	
29 June – 14 July	<ul style="list-style-type: none"> • Annual Leave, Professor Ian Wright will be Acting VC
18 July 2017	<ul style="list-style-type: none"> • Hosting the Committee For Christchurch at UC
19 July 2017	<ul style="list-style-type: none"> • Attending a board meeting and Dinner with the Geospatial Research Institute
21 July 2017	<ul style="list-style-type: none"> • Attending the UCSA Ground Breaking Ceremony