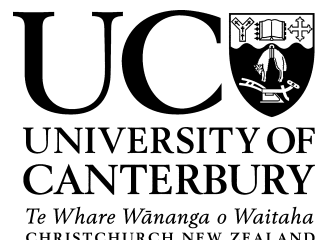


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**VICE-CHANCELLOR'S REPORT TO  
UNIVERSITY OF CANTERBURY COUNCIL AUGUST 2018**

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<b>1.</b>	<b>INTRODUCTION .....</b>	<b>3</b>
<b>2.</b>	<b>STRATEGIC MATTERS .....</b>	<b>3</b>
2.1	UC Futures .....	3
2.2	Rutherford Regional Science and Innovation Centre (RRSIC) .....	4
2.3	Canterbury Engineering the Future (CETF).....	4
2.4	Rehua construction and the College of Education, Health and Human Development's move to the Ilam Campus .....	4
2.5	Graduate Attributes .....	4
2.6	International growth strategy .....	6
2.7	International.....	6
<b>3.</b>	<b>CHALLENGE.....</b>	<b>7</b>
3.1	Marketing .....	7
3.2	Liaison.....	7
3.3	Admissions.....	8
3.4	Contact Centre Shared services .....	8
3.5	Enrolment.....	8
3.6	Accommodation .....	8
3.7	Scholarships.....	9
3.8	Careers Internships & Employment.....	9
3.9	Pacific Development .....	9
3.10	UC Sport and Recreation.....	10
<b>4.</b>	<b>CONCENTRATE .....</b>	<b>10</b>
4.1	Deputy Vice-Chancellor .....	10
4.2	Office of the AVC Maori.....	13
<b>5.</b>	<b>Te Tari o te Amokapua Māori.....</b>	<b>13</b>
<b>6.</b>	<b>Kaiārahi .....</b>	<b>13</b>
<b>7.</b>	<b>Tangata Tū, Tangata Ora and other staff professional development programmes...13</b>	<b>13</b>
<b>8.</b>	<b>Te Ratonga Ākonga Māori - Māori Student Development Team (MDT).....13</b>	<b>13</b>
<b>9.</b>	<b>Māori Recruitment and Outreach .....</b>	<b>13</b>
<b>10.</b>	<b>CONNECT .....</b>	<b>14</b>
10.1	Communications .....	15

10.2	External Relations .....	15
10.3	Canterbury University Press .....	15
10.4	Events and Partnerships .....	16
11.	Alumni and UC Foundation .....	16
11.1	Alumni and Foundation .....	17
12.	ENABLERS.....	17
12.1	Infrastructure.....	17
12.2	High Country Leases .....	18
12.3	Staff Matters.....	18
13.	Financial Outcomes: (Management Accounts to 31 July 2018) .....	19
13.1	Cash Flow .....	20
13.2	Working Capital .....	20
14.	COLLEGE SUMMARIES.....	20
14.1	College of Arts (Te Rāngai Toi Tangata) .....	20
14.2	College of Business and Law (Te Rāngai Umanga me Te Ture).....	21
14.3	College of Engineering (Te Rāngai Pūkaha).....	21
14.4	College of Education, Health and Human Development (Te Rāngai Ako me Te Hauora).....	22
14.5	College of Science (Te Rāngai Pūtaiao) .....	23
15.	Conclusion:.....	23
16.	Appendix 1: Building Update .....	24
16.1	Appendix 2: Upcoming Events Calendar .....	27
16.2	Appendix 3: VC Activities.....	28
16.3	Appendix 4: Enrolment Table .....	29

## **1. INTRODUCTION**

Progress continued in the final stages of the University of Canterbury's post-earthquake recovery. In the last month we were awarded practical completion of the Ernest Rutherford building, reached agreement to settle our claim with the EQC, handed the temporary villages on the Kirkwood and Dovedale fields to their owners for relocation, showed a net increase in academic staffing levels, and reported a 22% increase in mid-year enrolments compared to the previous year. UC also gained access to the Health, Research and Education facility which will host 40 postgraduate Health Science students and seven staff in the Health Precinct, in central Christchurch.

Work remains to close the CETF contract with the receiver/liquidator of Hawkins and to settle final claims with Fletcher Construction for the Ernest Rutherford building. Beatrice Tinsley (Dominion Constructors) is keeping to its mid-May 2019 completion programme, while the UCSA building (Leighs Construction) is slipping from its mid-May 2019 delivery date and challenging its budget. Locke/Logie contracts are due to be let, the Psychology building is being redeveloped, in part to receive its new tenant Communications Disorders, which, after more than 18 years, is vacating the temporary buildings on Montana Avenue.

This month, Council was asked to approve works to strengthen Connon Hall and to develop a new hall for 500 students on Homestead Lane to accommodate increasing demand for student accommodation from first-year and international students. Work on the Kia Tōpū business case is nearing completion with the Academic Board expected to provide its advice on academic matters arising from the case by the time Council meets in September.

Looking forward to the 150<sup>th</sup> anniversary of the founding of the University in 2023, the UC Foundation and Alumni director, Jo Dowling, will establish a steering group to initiate planning for publications, events and fundraising, not only to recognise the past but to continue to build momentum for the future.

## **2. STRATEGIC MATTERS**

### **2.1 UC Futures**

August marked the first closure of one of the project control groups overseeing the UC Futures programme. UC Futures was designed to support UC's recovery from the earthquakes and to move from recovery to transformation and growth. The Canterbury Engineering the Future (CETF) Project Control Group was established largely to oversee the reconstruction of most of the Engineering Precinct on the Ilam campus. It met for the last time in early August, as the buildings are complete and the College of Engineering occupies the facilities. There remain a few issues to resolve, which pass to the normal business units. The buildings were formally opened in late 2017 by the Minister of Science and Technology, Dr Megan Woods, and the last two schools of engineering moved in, in early 2018. The CORE has now become just that, the core of the precinct occupied by engineering students but also students from across the campus. The rebuilt buildings were designed by Warren and Mahoney and built by Hawkins.

In 2011 and 2012, UC worked with the government to find a way to support UC's recovery from the loss of enrolments due to the earthquakes. The government agreed to continue to pay UC the same subsidy for tuition that it was paying before the quakes. This subsidy became known as the Student Achievement Component (SAC) support. SAC support will end in 2018 and has proven valuable in retaining UC's teaching capacity while enrolments were lower. UC has worked hard to recover enrolments and, in its final year, the support is forecast to be about \$800,000 or 0.6% of the total support to UC. The end of this support is another key milestone.

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

With the focus of this project moving to Stage Two, the Beatrice Tinsley building, UC is keen to close work and financial arrangements for Stage One, the Ernest Rutherford building. Although the building has been occupied since the beginning of 2018, it recently received its certificate of Practical Completion. This complex laboratory building has many elements and Fletcher Construction managed the project well, but perhaps lost focus in the last stages. It does not expect to provide the final account until October 2018. After Practical Completion was awarded, UC was able to start some works needed to install research equipment – good news for the College of Science and its research programmes.

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

The liquidation of H Construction (formerly the parent company to Hawkins South Island) means that UC is in negotiation with the receiver on behalf of the liquidator to finalise the final accounts and any calls on bonds held as part of the contract to rebuild the Engineering Precinct. The parties aim to conclude these negotiations soon.

## **2.4 Rehua construction and the College of Education, Health and Human Development's move to the Ilam Campus**

Students and staff saw more of the Rehua building, which is undergoing a rebuild, strengthening and repurposing after extensive earthquake damage emerge from its scaffolding. UC is working closely with the contractor, Downer, to complete the works. It is expected that occupation would begin in the fourth quarter of this year.

## **2.5 Graduate Attributes**

### **2.5.1 Graduate Profile Highlights**

UC's four common graduate attributes, woven into all undergraduate degrees, are a core element of curriculum development. This means that when a new degree is developed, the curricular content is developed to ensure that graduates are competent in all the attributes. The first such undergraduate degree is the Bachelor of Product Design, built with the attributes in mind. This highly successful degree was in its second semester in August. With over 150 students, the qualification attracted nearly three times the enrolments forecast, with students enrolling from all over New Zealand.

### **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.*

A range of programme reviews had been conducted (e.g. BSLP(Hons), BSc) or were scheduled for the latter half of the year (e.g. BEng(Hons) and B ForSci) as part of the suite of programme reviews looking at the Graduate Attributes.

### **Attribute 1: Employable, innovative and enterprising**

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

The University Centre for Entrepreneurship hosted the Deloitte Business Case Competition on August 8. Open to all UC undergraduate students, the event involved students being given a case based on a real-world company. Students worked as teams to create innovative solutions for the company and then shared their conclusions. Students developed skills such as strategic and financial analysis as well as communication and teamwork abilities.

### **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.*

A BiCC hui with deans was held in August. The main topic was Te Ohu Tikanga-rua | Bicultural Development Work Group, proposed in 2015 as part of the formal Bicultural Competence and Confidence Framework. Implementation of bicultural contention continued for 2018 and in preparation for 2019, when Year Two commences for the BiCC Pillar of the Graduate Profile and further kaupapa will be included in many programmes. Staff development remains a key for embedding the attributes. The Office of the AVC (Māori) runs a Culturally Responsive Pedagogy workshop regularly. A highlight during Teaching Month was presentations by academic staff sharing how they made their pedagogy more culturally responsive.

### **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.*

Social Work made a range of changes to the Bachelor's degree to better embed the graduate attributes. Of note is a new course, SOWK205 Social Work and Community Engagement, which "focuses on the development of the practice skills needed by students to engage well with individuals and community groups. This process of engagement will emphasise working biculturally as well as with individuals, groups and organisations that serve diverse groups across the lifespan. Students will also develop the beginning research skills needed for conducting a community analysis. An experiential component for learning is included with students consulting with both statutory and community agencies when conducting the analysis."

### **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.*

Students engaged in outbound international activities as part of exchanges, coursework (e.g. MGMT228) and a range of other opportunities. For example, the UC Business School, UCE, and International Relationships Office sent students to Fudan University summer programme in Shanghai. The programme focused on Innovative China and Digital Entrepreneurship. Inbound, UC welcomed students from Tokyo City University (TCU) in a partnership between the Colleges of Education, Health, and Human Development and Engineering. The TCU students studied in classes with UC students, enhancing the internationalisation experience for both cohorts.

Finally, the Erskine Office hosted UC's first Erskine from South Korea. Professor Sungdeok (Steve) Cha was hosted by Computer Science and noted the opportunities for further engagement between UC and Korea University students. Professor Cha said his experience was overwhelmingly positive.

One major New Zealand university reported that nearly 20% of its undergraduates go overseas during their study programme, either on short courses or full semester abroad experiences. Barriers to study overseas include academic, financial, cultural and social constraints. Short duration (three to four weeks) experiences embedded in for credit courses, funded through scholarships or student loans, increase accessibility.

## **2.6 International growth strategy**

UC was developing a new initiative to provide offshore students with a virtual reality (VR) experience of the campus before they come. In July the team developed 360-degree videos which could be viewed using VR headsets. This maybe the first time a New Zealand university has done this and was seen as an attractive recruitment tool, making the best of the Ilam campus and the new buildings. The overall product is called UC on Wheels (UCOW) and was available for recruiters to use at no charge.

The government announcement to enable international student visa holders who are university-level graduates to have more flexible post-study work rights in New Zealand was welcomed. The new policy provided students studying at NZQA levels 4 to 6, and non-degree 7 (undergraduate and graduate) a two-year post-study work visa (if they were studying outside of Auckland). It also allowed three year working visas for students studying at level 7 degrees or above. This was a more generous entitlement than the next most attractive destination (Canada). If students are studying level 8 qualifications (postgraduate) in an area where New Zealand has a long-term skills shortage, their partners might be eligible for an open work visa and children for fees-free schooling. In August, UC had 1,123 doctoral students of whom about 66% were international students (without New Zealand passports).

## **2.7 International**

With successful completion of July intake enrolments, IRO focused on ensuring the highest number of conversions for future intakes. In early August, UC was up 43% on full offers and 32% on conditional offers for the future intakes, compared to same time last year. The IRO hosted a staff member from the University of Leicester, one UC's UK exchange partners, for a week in July as part of an Erasmus Plus staff exchange. This enabled the IRO to share ideas and best practice for student exchange and to further strengthen the relationship with Leicester as a key UK partner.

A group of Study Abroad advisors from various United States universities was hosted on a familiarisation visit to campus in conjunction with ENZ, to promote UC's strengths as a Study Abroad destination. Recruitment activities were under way in Korea and Malaysia throughout July with staff offshore attending events and meeting with prospective students. More than 60 applications were received for the Peking University Summer programme, showing the appeal of this type of international experience. Fourteen students were chosen.

### **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 continued to be high with good engagement across Facebook, Instagram, SnapChat and Twitter. Student takeover activity on Instagram was strong including club profiles and overseas experience. UCME videos and profiles featured on Facebook. Google AdWords had significant growth as did video views and banner advertising response. Results were 50% up year-on-year.

The major UCME brand campaign was in market. Twenty-six students featured with all colleges and UC7 attributes represented. This campaign was a nationwide initiative with adshels outside schools, billboards, bus backs and online activity (banner advertising and social media). The campaign would run until September.

A series of UCME student profile videos were developed and placed on the UCME web pages. These videos featured on social media and other online platforms. Over 50 videos were completed to date. The web Terminal 4 platform was being upgraded to a new version over a few months. A new search provider was selected, to be tested and implemented over coming months.

A mature market campaign went live, using press and online advertising in Canterbury. The UC GO Canterbury campaign was in market in Auckland and Wellington and used adshels, online and radio advertising. A Facebook 'accommodation applications open' campaign was in market. An Alumni campaign, due in market in September, will use magazines and online channels. The Postgraduate Prospectus and Guide to Enrolment publications were under way.

#### **3.2 Liaison**

The largest UC recruitment event, Open Day, was held on 12 July. The event brought over 4,200 visitors to the campus compared to 3,693 in 2017. All contacts with the Open Day interaction were added or updated into the CRM, and the team was busy with follow-up.

The team also prepared for course planning which began in early August. During these visits the team tested changes to the service offered to future students. One was to connect students with the mentoring system to start them thinking about clubs. The aim was to improve the transition to UC and to aid engagement by ensuring students were better connected with UC when they arrive. During the month the team had 84 student appointments. Of these, 24 were adult students and 38 were secondary school students.

College of Engineering outreach events were supported in Auckland and Wellington, with 71 new contacts made in Auckland and 51 new contacts in Wellington (parents and future students).

The College of Science will host its first UC Science Summer School for year 12 students in early December. The College of Engineering developed a residential camp for prospective female engineering students, currently in year 12, to be held in 2019. Over 200 young women have applied for 60 places.

### 3.3 Admissions

Applications for the October intake for the Business Taught Masters Programmes and the MBA were steady with healthy numbers. Teaching Application process improvements were ongoing with the Student First Programme.

### 3.4 Contact Centre Shared services

The Contact Centre had a number of staff changes in preparation for the 2019 enrolments period. Staff took part in further training to support the release of the latest enhancements to myUC, and also took part in user acceptability testing for later releases. All staff were involved in testing potential live-chat options for Student Services, and were preparing for the deployment of the Contact Expert upgrade customer service functions. Centre staff embarked on a programme of outreach to the colleges and other central services to improve the quality of service to students and staff.

Staff were busy uploading the 2019 domestic tuition fees to the website, as well as continuing to support the work of the Scholarships team.

### 3.5 Enrolment

The new mid-year enrolment trial went well, providing the team with invaluable feedback. A student survey (anonymous questionnaire) confirmed that the vast majority of the students that enrolled were happy with their experience, and felt welcomed and supported. Further analysis of the results would inform the International Enrolment in Person 2019, with greater input from across Student Services and colleges.

The Enrolments Team and Helpdesk, with the temporary support of casual staff, managed to get through a very busy July. Some team members trained in different roles to better enable in-house support during peak periods. The focus was on process improvement and enhanced student experience.

### 3.6 Accommodation

UC Open Day saw record numbers of prospective students and whanau visit the Halls of Residence. Sonoda will be a fully catered first-year option for 2019 and had a substantial number of visits.

Three Open Day presentations were well attended. Accommodation staff addressed a number of related questions at the two parents and whānau sessions.

#### Halls visits on Open Day:

Hall	No of students
Rochester & Rutherford	680
College House	250
Bishop Julius Hall	360
University Hall	988
Ilam Apartments	140
Sonoda / Hayashi	88
Kirkwood Avenue Hall	86

The accommodation application period began on 1 August, with website and associated collateral updated. It was running about 170 applications ahead of the same time last year.



### **3.7 Scholarships**

Scholarship applications for prospective undergraduate students progressed well, with 2,755 applicants. Applications closed on 15 August.

Discussions were under way with the Information Technology Services (ITS) Team to move processing of the UC Undergraduate Entrance Scholarship to the Scholarships Office. This would allow the ITS Team to focus on core work.

The Scholarships Office made 12 UC Master's Scholarship offers and 26 UC Doctoral Scholarship offers to students this month. The next round of these scholarships opened on 20 August.

The Annual National Scholarships Meeting for Universities was hosted by UC and Lincoln University in late August, in conjunction with the Annual Deans and Directors of Graduate Studies Meeting and Australasian Research Training Administrators Meeting.

### **3.8 Careers Internships & Employment**

Semester Two saw many students consult the team, with continued high levels of satisfaction. Students attended Careers, Internships & Employment (CIE) seminars and workshops which resulted in a lot of activity at the Career Centre.

The annual UC ICT Careers Fair was a great success with 27 employer exhibitors and about 450 students attending. Feedback from students and employers was positive. The UC ICT Fair was hosted by CIE, organised by UC Events, and supported by student groups CompSoc and Women in Technology.

At the 2018 annual UC Careers event for women, Empowering Women's Safety and Wellbeing in Work, three empowering women shared their expertise to help students to thrive in their work, know their rights and enhance wellbeing.

A Careers centre initiative was the recent UC Careers lunchtime series, with invited speakers presenting and leading discussion on career-related topics. Topics included Time Management for your Uni Career, Developing your Career Profile and The Future of Work. The plan was to run another series in 2019.

Information sessions continued to be booked by employers who wished to connect with and present to mainly final and penultimate year students. Almost 70 sessions were hosted this year by CIE. Held on campus, usually in the early evening, they were a great way for students to learn about employment opportunities in their areas of interest.

### **3.9 Pacific Development**

The PDT UCMe XL Programme was held during July, with over 60 Pasifika secondary school students from across Christchurch registered to be part of the three-day programme held at UC. NCEA tutorials were delivered and students attended the UC Open Day as well as getting involved with the nationwide conversation on the Education (NCEA) Review.

The release of exam results saw an increase in student engagements, and Student Advisors worked hard with students and colleges through the Academic Progress Review. Semester Two saw a small increase in Pasifika student numbers, all of whom the PDT attempted to contact to welcome to UC.

### **3.10 UC Sport and Recreation**

The UC Rec Centre continued to be well used with many classes at or near capacity – limited by either equipment or comfort levels of personal space.

UC Sport completed the transition of staff from KD02 into offices in the Rec Centre building. The Athlete Training Centre relocated from the squash wing into the former warehouse next door, in a co-sharing arrangement with the College of Education Health and Human Development's Sport Coaching programme.

## **4. CONCENTRATE**

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

### **4.1 Deputy Vice-Chancellor**

#### **4.1.1 Academic Services Group (ASG)**

Last month saw completion of the busiest month of the year. Notable highlights included: Teaching Month, CUAP Round 2 and Mid-Year/Semester One academic progress. Immediate planning for 2019 included the likes of the Summer and Star programmes, the Calendar and outstanding policy development including Academic Integrity, Assessment and Surveying.

#### **4.1.2 Research Funding**

R&I began work on the MBIE Endeavour 2019 funding round. An MBIE Endeavour seminar held in July was well attended and included an overview and tips from former applicants and reviewers. R&I worked with academics to develop 52 expressions of interest. UC will host the MBIE Endeavour Round Roadshow on 18 October, 10am-12noon, in the John Britten foyer.

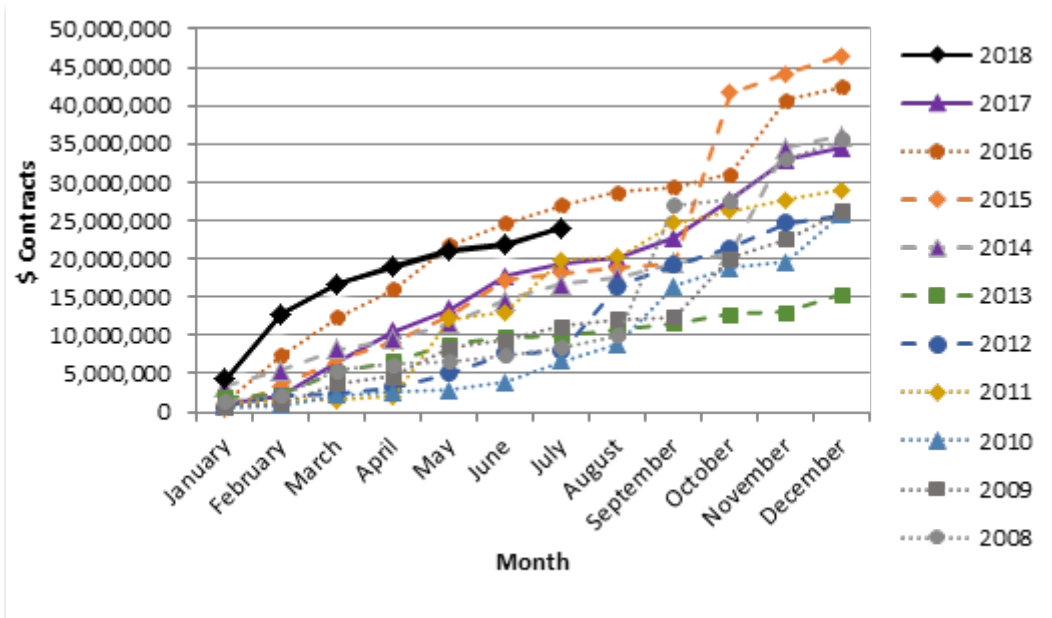
This year the previously named Tech Jumpstart Competition was rebranded Innovation Jumpstart to reflect that innovation is wider than 'tech'. Promoted as a non-threatening, safe environment for staff to get their idea in front of people who can help, the benefits of being part of the UC Innovation Community were shared via Intercom, blogs and advertising throughout UC. The competition for five prizes of \$20,000 each ended 10 August, and will culminate in the awards night on 4 October.

A series of workshops to support Innovation Jumpstart were held in late July and early August:

- Incubator Astrolab CEO, Brett Oliver presentation
- Intellectual Property seminar by Michael Brown, Principal at AJ Park
- Models for Commercialisation, Adrian Busch R&I Technology Manager

Interest in the workshops and applications for the competition was steady.

R&I was managing 396 research contracts, worth a total of \$144.6 million. In 2018 to date, 139 contracts worth a total of \$24m were executed, and 30 contracts worth at least \$12.5m were pending (i.e. in the process of being executed). UC holds 74 National Science Challenges contracts worth \$23.8m and 59 CoRE contracts worth \$32m (with 2 NSC/CoRE contracts pending, worth \$85,000).



### 4.1.3 Research Development

UC is involved with other New Zealand research entities developing research strategy and subsequent funding following the 2018 budget announcement of \$57m over four years in “data science” and “future food science”. This funding initiative is particularly targeted for New Zealand researchers to collaborate with Singapore in a new bilateral ‘Enhanced Partnership’.

Similarly, UC was actively involved with MBIE and other research groups developing a New Zealand space strategy which will potentially lead to new MBIE funding from 2019. UC intends to participate in a New Zealand delegation (including UC, University of Auckland, Centre for Space and Science Technology in Southland, and MBIE) to the International Astronautical Congress in October in Germany. It will be an opportunity to build international relationships and be at the “first table” in developing New Zealand’s space strategy.

### 4.1.4 Research Infrastructure

UC contributed to an MBIE-run national survey of Scientific Collections and Databases Review. MBIE invests significant funding to support designated collections and databases, but this had not been reviewed for at least a decade. UC identified over 15 collections and databases, none of which were financially supported by MBIE, ranging from herbariums, English and Māori language corpora, a national vegetation survey database, and Christchurch quake story collection.

UC contributed to the MBIE review of internet connectivity for research in New Zealand, which was running in parallel with REANNZ’s review of its product bundling and pricing model.

### 4.1.5 Postgraduate Research

#### *Student numbers*

- In July, doctoral students totalled 1,014.
- There were 811 Masters’ students doing their theses.
- 13 new doctoral students enrolled in July, bringing new enrolments to 130 for the year to date. At this rate we should have similar new enrolment numbers to last year.

- In July, 15 doctoral students submitted, bringing the total to 96 for the year to date and 9 successfully completed their theses examination bringing the total to 80 this year. A further 20 Masters' thesis students were examined bringing the total to 147. No students failed.
- Doctoral new enrolments continue to exceed submissions.

#### *Other activities*

- Doctoral Information Workshop was held for on 6 August.
- UC Doctoral Scholarship round was finalised. A report would be available soon.
- Postgraduate Expo Information Evening on 8 August in Canterbury Employers' Chamber of Commerce
- UC Thesis-In-Three Finals were held on Tuesday 14 August with the winner of the PhD section going to the Australian competition, and the Master's winner representing UC at the national competition in Christchurch on 20 August.
- Deans Postgraduate Research from NZ Universities held their annual meeting with University Scholarships staff and Postgraduate Office staff hosted by UC, 23-24 August.
- The NZ Universities Masters 3MT (Thesis-In-Three) Competition was held in the John Britten building on 23 August.

#### **4.1.6 Erskine Programme and Ethics**

The Erskine Programme held a morning tea for 30 visiting Fellows and their families on 25 July. The event, which was attended by over 100 people, was an opportunity to formally welcome Semester Two visitors to UC. The popular event also provided an opportunity for Fellows from different disciplines to meet and connect.

A further 29 Fellows accepted the offer of a visiting Canterbury, Oxford or Erskine Fellowship for 2019 and another 14 offers were made. This was roughly half the offers we expected to make for 2019; those schools and departments who have yet to make offers were asked to submit nominations to the Erskine Programme Office, especially for Semester One 2019 visits, as soon as possible..

#### **4.1.7 Timetabling**

After extensive data collection, the Timetabling unit started producing the 2019 timetable. There were unexpected difficulties this year with timeliness of updates in the Student Management System. At this stage, the draft timetable will be available for review on 10 September, however this date may yet change as we try to absorb delays which occurred during data collection.

## **4.2 Office of the AVC Maori**

### **5. Te Tari o te Amokapua Māori**

Dr Darryn Russell was involved in the Kia Tōpū programme from July onwards. The Kia Tōpū programme is the University of Canterbury's bold vision for an increased focus on research and teaching relevant to the future of food – with the ultimate goal of increasing the University's contribution to feeding people in a sustainable way. Dr Russell continues in his role as te Amokapua Māori as well as contributing to Kia Tōpū.

### **6. Kaiārahi**

The Kaiārahi continued to facilitate embedding BICC in course content and programmes of study. The Kaiārahi worked on many CUAP documents and provided commentary to academic colleagues to ensure the kaupapa were present and developed throughout courses and study programmes. Later this year, a review of roles and responsibilities will be considered, noting increased work for Kaiārahi and the level of demand from colleagues and staff.

Te Ohu Reo continued to receive many requests, including for material to be used in 2019 and 2020 (remember to allow some lead-in time for requests). Many bilingual course headings were created and put in use by colleges. Requests for further course headings are welcome.

### **7. Tangata Tū, Tangata Ora and other staff professional development programmes**

Tangata Tū, Tangata Ora continued to be popular as did Te Reo in the Workplace. The Tangata Tū, Tangata Ora programme held in August 2018 was run as half-day sessions over four days. This timing was designed to provide an opportunity for part-time staff or those unable to attend full-day programme. This also allowed greater opportunity for personal reflection between sessions. When the evaluation of Tangata Tū, Tangata Ora takes place later in 2018, consideration will be given to holding the course over four days, with sessions from 9am to 1pm. Colleges and Service Units were asked to make contact about tailored courses for 2019. Tangata Tū, Tangata Ora will be offered for two more dates, in September and November.

### **8. Te Ratonga Ākonga Māori - Māori Student Development Team (MDT)**

The academic review process continued to involve MDT student advisors, who were busy providing support and development opportunities for ākonga Māori. A noho marae was held for a smaller group of tuākana at Ngāti Moki Marae, Taumutu. This took place partly due to feedback from senior students and partly to consider, monitor and gauge the impact of positive changes created through this noho. Evaluation results will be analysed and assist in developing the Māori Student Development Team operational plan for 2019.

Te Wiki o te reo Māori will be celebrated nationwide the week of 10-14 September. A programme of events is being created through a collaboration between Aotahi School of Māori and Indigenous Studies, UC Libraries, Te Akatoki Māori Students' Association and Office of the Assistant Vice-Chancellor Māori. The programme will be widely shared throughout UC soon.

### **9. Māori Recruitment and Outreach**

After attending He Pouwhenua, He Puapua, (the National Secondary Schools Kapa Haka competition 2018), the team were considering bringing a UC presence to similar events, such as Te Waipounamu kapa haka finals and finals for Ngā Manu Kōrero. These events would be an excellent opportunity to promote UC to a Māori audience, including high school students, their whānau, teachers, and careers advisors.

A strong message received at He Pouwhenua, He Puapua was the lack of awareness of the University: its existence, location, whether UC has any Māori students or services for Māori students. There was also a lack of awareness of Christchurch; many ākonga located Christchurch at Bluff or co-located Christchurch with Kaikōura. Those that knew about Christchurch only knew about the earthquakes. The team will consider options for building brand awareness and collaborate with Liaison and other SSAC colleagues once the analysis is completed. We also intend to evaluate other events for their potential to connect with high school students and build the UC brand with ākonga Māori, whānau and community.

## 10. CONNECT

<b>Engagement Data</b>	
<b>Intercom</b> <i>Themes evaluated:</i> Academic/Research Diversity Events Funding Governance/VC/SMT Health, fitness and wellbeing Notices Postgraduate Staff achievement/story Student achievement/story Student support/services Staff support/services (excl L&PD) Sustainability Learning and Professional Development Tech Tip UC News/Announcements Campus Transformation	Open rate 41.98 average % (International benchmark = 21.8%) <i>Themes measured:</i> the top 10 viewed blogs had these themes <ul style="list-style-type: none"> <li>• Staff/Alumni achievement (3)</li> <li>• Notices (2)</li> <li>• Campus Transformation</li> <li>• Learning and Professional Development (2)</li> <li>• UC News/Announcements</li> <li>• Events</li> </ul>
<b>Insider's Guide (student newsletter)</b> <i>Themes evaluated:</i> Competitions / Challenges Events Health and fitness Notices Postgraduate Priority learners Student achievement/story Scholarships / exchanges / careers Staff achievement/story Sustainability UCSA and Clubs UC News/Announcements Wellbeing and student support	Open rate average 51.04% (International benchmark = 21.8%) <i>Themes measured:</i> the top 10 viewed blogs had these themes <ul style="list-style-type: none"> <li>• Wellbeing and student support (7)</li> <li>• Student achievement</li> <li>• Notices</li> <li>• Sustainability</li> </ul>
<b>Twitter</b>	(Measured against all New Zealand Universities and Ara) Second for engagement/fan ratio First for Follower Growth rate Total followers: 6515 (134 new followers in July). Same time last year: 5270 followers.
<b>Stakeholder Newsletter</b>	1155 Recipients Open rate 40.6% industry average 16.9% (List ave: 42.6%) Click rate 8.5% industry average 2.2% (List ave: 5.8%)

## **10.1 Communications**

An initial update of Co-curricular Record materials was completed and the brand refresh project moved into the next phase, which included the developing student case studies and updating photography.

Work on an education campaign to increase awareness of cyber security and promote best practice to UC students and staff was under way in collaboration with Learning Resources. Design work started and the first messages were visible in UC channels in August.

A student story was published in staff and student channels as part of the Think first cycle safety campaign. Web statistics showed the article had a high number of views on the student blog.

Work on the UC Phone App continued. A student survey to inform functionality received 800 responses. The report was due to be completed in time for a meeting with the developer at the end of August.

## **10.2 External Relations**

### **10.2.1 Media**

July media coverage of UC-related topics was again overwhelmingly positive. In July, media queries received included parking, plagiarism, UC's REANNZ contract, Russell McVeagh, and the lunar eclipse. Other media coverage of UC-related topics or experts included the Canterbury Roll, Mars Bioimaging, quake lessons for preventing teacher burnout, and the Youth Leadership Summit between the SVA and 28 students from Florida's Marjory Stoneman-Douglas High School.

An analysis of coverage delivered in the 30 days of 1-31 July (Broadcast, Internet, and Print) found 846 items (544 items in the same period last year). This coverage reached a cumulative audience of 14,971,092 and had an advertising space rate of \$2,216,757.

### **10.2.2 External Engagement**

Two UC Connect public lectures for July – about the Canterbury Roll (History, Digital Arts) and discovering new particles (Physics, Erskine Fellow) – were well attended. Videos of these UC Connect public lectures are available to view on the UC Connect YouTube channel.

### **10.2.3 Stakeholder Relations**

We worked with MFAT, Education New Zealand and the SVA on the Florida students' visit for the Youth Leadership Summit and coordinated with Police, UCSA, CDHB and other agencies on Good One Party Register. The 13 August UC Community Meeting went well with over 30 attending, and the next UC Community Meeting is scheduled for 10 October.

## **10.3 Canterbury University Press**

Printing of *Bonsai: Best small stories from Aotearoa New Zealand* edited by Michelle Elvy, Frankie McMillan and James Norcliffe was completed and CUP received advance copies. *Never, Ever Give Up? A memoir* by John Hellemans, was signed off for printing. Pre-press work continued on books for the 2018 and 2019 lists.

Three CUP titles were finalists in the 2018 PANZ Book Design Awards: *New China Eyewitness: Roger Duff, Rewi Alley and the art of museum diplomacy* (designer Aaron Beehre), *The Long Dream of Waking* (designer Alice Bonifant) and *Blood Ties* (designers Aaron Beehre and Gemma Banks). *New China Eyewitness* enjoyed great success, winning Best Book, Best Illustrated Non-

fiction, Best Cover and People’s Choice. Aaron Beehre is a senior lecturer at UC’s School of Fine Arts. The content for *New China Eyewitness*, edited by James Beattie and Richard Bullen (UC Art History and Theory), was derived from the authors’ Marsden-funded research.

Invitations were issued for Catherine Knight’s Q&A event on 14 August at the University Bookshop (UBS), hosted by UC lecturer Dr Ann Brower. Author Catherine Knight’s opinion piece ‘New Zealand is Giving Environmentalists a Reason to Be Hopeful’ was published for an international readership by the *History News Network* at <https://historynewsnetwork.org/article/169390>

CUP authors and books featured in the launch of the WORD Christchurch festival programme: John Hellemans, author of *Never, Ever Give Up?* conversed with Nathan Fa’avae, and the editors of *Bonsai* featured in a panel discussion, the launch of the book and a flash fiction workshop. The launch of *Never, Ever Give Up?* by John Hellemans was held at UBS on 21 August.

Several *Bonsai* contributors participated with CUP in a project called ‘[Stories on the Go](#)’ by The Commuting Book, an organisation that aims to promote reading, especially of New Zealand literature. Passengers on buses running between the airport and the central city – a route that carries more than 200,000 passengers a year – were able to access stories from *Bonsai* as they travel.

#### 10.4 Events and Partnerships

The Events and Partnerships team was working on 20 events and activities including reviews from events held in Q2 and the start of Q3. Upcoming events included: Ekea! Year 10 Pathways for Māori, the Christchurch Women in Leadership breakfast, UC Connect public lecture series, the UC Championship and UC Cup finals, an exhibit at the Canterbury A&P Show, Chancellor’s Dinner, and UC Bound.

There was a 17% increase in attendance at Ekea! Year 12 Pathways for Māori, with 83 taiohi Māori attending compared to 71 in 2017. Ekea enables Year 12 Māori students to explore UC and discover how their subjects at school can align with a UC qualification. Students came from the Canterbury region and many mentioned in the post-event survey that they were surprised how many opportunities were available to them at UC.

A Postgraduate Info Evening was held at the Canterbury Employers’ Chamber of Commerce in early August. This event targeted people seeking professional development, career advancement or career change. 109 people registered and 58 of those attended. To recruit current students into postgrad study a separate event was held on campus in the same week. The Postgraduate Options Week featured a number of sessions about study options in each of the Colleges. Attendance at sessions has been variable.

### 11. Alumni and UC Foundation

	<b>Income</b>	<b>Distribution</b>
2018 Target	\$10.5m	\$6.5m
2018 Year to Date	\$4.3m	\$3.4m

	<b>Donors</b>	<b>Gifts</b>
2018 Year to Date	554	910



## **11.1 Alumni and Foundation**

### **11.1.1 UCFA (US)**

US\$275,000 of donations received in the US in July would be transferred to New Zealand soon. The Vice-Chancellor will visit the US West Coast in September to meet alumni and support fundraising efforts. He will also visit Washington University, which has an exchange agreement with UC.

### **11.1.2 UK Trust**

UC staff will again visit the United Kingdom in October, and potential UCE supporters were being cultivated by a UK Fundraiser and former Entrepreneur in Residence.

### **11.1.3 UCF**

The Annual Appeal received 102 donations totalling \$26,000 to date, an outbound calling campaign for September was recruiting student callers. The Malaysian/Singapore alumni trip generated \$295,000 of donations (\$75,000 for UCSA, \$220 for the Oh Family Scholarship) in addition to the \$1m pledges to support the new Research Endowment being established and launched later in the year. The College of Arts and College of Education, Health and Human Development fundraising workshops were completed.

### **11.1.4 Stewardship**

In July, meetings with College Finance Managers to review funds, draw-down expectations for the remainder of 2018, planning for 2019 budgets and the new posting code 5015 for Research Funding were completed. Twelve scholarships were reviewed as part of Student First project.

### **11.1.5 Alumni**

Malaysian/Singapore alumni events were the best attended yet. Over 200 alumni attended four events, with the high engagement level reflected in the donations received. The UC-Next alumni campaign will be in market in September although alumni were already sharing their profiles. *Chronicle* was distributed to UC alumni and friends. The Parents as Career Educators and Postgraduate Workshops were promoted to alumni. Preparations for a Mt John Alumni trip in September were under way.

## **12. ENABLERS**

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

### **12.1 Infrastructure**

Full details of works are contained in the Appendix.

Business change associated with the Student First Programme took longer than expected with some slippage of work planned to be completed in 2018 moving into 2019. Changes so far have significantly enhanced the experience of prospective students, leading to faster and easier enrolment, especially for international students.

As part of the development of a Health and Wellbeing Precinct –including the Health Centre, UCSA Building and proposed future site of the Recreation Centre – investment in access and transport would be needed to ensure the safe flow of students from Homestead Lane, through the precinct to the heart of campus. That means river crossing and parking needed to be integrated with student movements. Additional wells to support heat exchange technology to service the recreation centre would also require investment.

Council was due to consider a strategy to further reduce the University’s carbon emissions. Consideration would be given to progressively move from coal to alternative renewable bio-mass sources of energy to drive space heating across campus and to supplement the central boiler system with groundwater and air-based heat exchange technology. The transition will require investment of tens of millions of dollars and would be gradually introduced as old technologies reached the end of their useful life and new buildings required new services.

Traffic realignment around the Warehouse/K1 Lecture Theatre and parking off Kirkwood Avenue to better manage vehicle/pedestrian interactions was due to commence.

Decommissioning of the compost heap, storage facilities and potting sheds to release half the groundskeepers’ yard on Homestead Lane for a proposed hall of residence was being planned.

Work on decommissioning the temporary units on Montana Avenue, formerly home to the Communication Disorders department, was due to commence. Communication Disorders would be relocated to the Psychology Building.

## **12.2 High Country Leases**

No updates to report.

## **12.3 Staff Matters**

### **12.3.1 HR**

Universities New Zealand (UNZ) received a letter from the Minister of Education dated 9 August 2018 highlighting that while 49% of academic staff are women, that “women are under-represented in senior academic roles at Universities with only 26% of professors and deans and 36% of associate professors and heads of departments being women”. The Minister said that “I find the current gender gap in senior academic roles at universities very troubling” and asked what actions universities are taking, or planning to take, to close the gender gap in senior academic leadership roles. Executive Director of HR Paul O’Flaherty will prepare a draft response and consider further actions to address unintended bias or barriers to the preparation and promotion of staff, especially women, within the university. UNZ will respond on behalf of all universities but UC will continue to address this matter in respect to our own staff – both academic and general.

Work continued to develop a single IT platform to support one university-wide academic workload model. Defining what constitutes a teaching or teaching-related activity and a standard way of capturing and reporting data were part of the development. Standardisation, consistency and transparency all contributed to a sense of fairness in the allocation of resources but came at the price of reduced flexibility and customisation.

The CUP and bridging and pathway programme responsibilities and staff joined the portfolio of responsibilities under the AVC Academic, and the Health Centre came within the portfolio of the Executive Director of Student Services and Communications.

The UC Club license to occupy the Ilam Homestead was extended for a further four years. The Club raised concerns about late cancellations and no-show bookings and asked for a tighter definition of what constituted a university booking for the purposes of prioritisation and pricing. It was agreed that there would be a charge for late cancellations and no-shows. When booking the Ilam Homestead it will be necessary to advise the Club in a timely manner if the booking is no longer required.

### 12.3.2 Health, Safety and Wellbeing

The policy relating to Animals on campus and in campus buildings has come into effect. In line with the policy there were about ten staff requests to bring animals into buildings on a regular basis. The policy which allows animals on campus if restrained but bans animals from being in university buildings except in limited circumstances, was implemented after several complaints from staff and students who were allergic to or had phobias about animals, particularly dogs. Few requests met policy criteria for granting permission to have animals in UC buildings. A case could be made for a longer transition period for those staff who requested permission but did not meet the required criteria for an exception to the ban.

### 13. Financial Outcomes: (Management Accounts to 31 July 2018)

July 2018	Actual Year to Date \$000	Budget Year to Date \$000	Budget Variance Year to Date \$000 Fav/(Unfav)*	Budget Full Year \$000	Forecast Full Year \$000	Full Year Forecast to Budget Variance \$000 Fav/(Unfav)*
Total Operating Income	217,062	208,551	8,511	358,865	376,410	17,545
Total Operating Expenditure	217,404	215,941	(1,463)	366,752	371,400	(4,648)
<b>Net Surplus/(Deficit)</b>	<b>(342)</b>	<b>(7,390)</b>	<b>7,048</b>	<b>(7,887)</b>	<b>5,010</b>	<b>12,897</b>
Net Surplus/(Deficit) as a % of Total Operating Income	-0.2%	(3.5%)		(2.2%)	1.3%	
<b>Capital Expenditure</b>	<b>37,720</b>	<b>84,896</b>	<b>47,176</b>	<b>129,576</b>	<b>89,576</b>	<b>40,000</b>
<b>Cash/ Short Term Investments/ Short Term Government Stock</b>	<b>294,644</b>	<b>234,998</b>	<b>59,646</b>	<b>165,286</b>	<b>233,143</b>	<b>67,857</b>
<b>Working Capital</b>	<b>191,531</b>	<b>122,945</b>	<b>68,586</b>	<b>55,730</b>	<b>119,163</b>	<b>63,433</b>

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

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

We had been budgeting for an operating **deficit** as at the end of July 2018 of (\$7.390) million, but have returned an operating **deficit** of (\$0.342) million. This is a favourable variance to budget of \$7.048 million.

Capital expenditure is \$47.176 million below budget. \$14.301 million of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year to date budget of \$41.091 million. The remaining capital spend (excluding UC Futures), against budget, is favourable by \$20.386 million. Significant amounts are subject to 'Final Account' discussions with contractors.

### **13.1 Cash Flow**

The July 2018 cash position of \$294.644 million is higher than budget by \$59.646 million due largely to higher than expected balances at 31 December 2017, lower operating spend, and failure to meet budgeted capital expenditure expectations. We are holding adequate short term cash reserves to meet expected capital costs for all mainstream projects.

TEC, who must approve all borrowing under the Education Act 1989, have provided a borrowing consent, of which a key condition is that once UC is required to borrow more than \$65 million an independent advisor will be appointed who will advise on the financial risk to the Crown and assist the UC Council in managing financial risk.

There are no specific additional MOE covenants, but the Funding Agreement with the Government sets out certain financial targets to be reported to the Governance Oversight Group (GOG) appointed under the Funding Agreement. The University's achievement for 2017 was within the ranges set.

### **13.2 Working Capital**

Working capital<sup>1</sup> of \$191.531 million at 31 July 2018 is \$68.586 million more than budget, mostly due to the higher cash balance explained above.

#### **Other**

The Minister of Education, Chris Hipkins, confirmed the expected 2% increase in the course fee maxima for 2019.

## **14. COLLEGE SUMMARIES**

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

We continued revising the College strategic plan, following an initial planning day with a session involving Heads of Departments identifying a few potentially transformative projects which should be our main focus over the next three years. Discussion fell under eight broad areas: 1. UC Arts Special (Distinctive) Qualities; 2. Research; 3. Teaching; 4. Connection to Community; 5. The relationship between Arts and STEM (SteAm); 6. Kotahitanga (Collegiality); 7. Valuing/Promoting Arts, and 8. Financial Security. The 2019 Operational Plan is due at the end of September, and we aim to complete a draft of the Strategic Plan at the same time. Connected with this, the BA review group has reconvened, and will begin workshopping a number of the ideas developed so far.

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

With the PBRF submission process complete, we have summary figures around submissions from the College, and can make comparisons between the 2012 actual outcomes, and our stocktake predictions for 2018. In the 2012 round we submitted portfolios representing 149.65 academic FTEs. In the 2018 round this has fallen to 98.68 FTEs, a chastening reminder of how much our staffing numbers reduced, post-earthquakes. This is likely to result in lower PBRF income for the College over the next six years, though this is difficult to assess until we know actual results and the size of the fund. In all other respects, however, the comparison is positive. In 2012, 12.3% of submittable portfolios were rated as research inactive. In 2018, we estimate that none of our submissions will be rated R, and we made submissions for all our eligible staff. In 2012, 48.4% of submissions were rated in the A or B categories. In 2018 we are estimating the proportion to be 56.6%. 39.4% of our submissions were in the C category (including CNE) in 2012 compared to 42.8% forecast in 2018.

Our Arts Careers series continues with presentations from industry representatives in: Media and Communications; Art and Galleries; Entrepreneurship; Government, Police and NGOs. These sessions will run between 11 - 24 September. For more examples of the College's wide range of scholarly and cultural activities please see our regular newsletter, *Arts Update*, available at the following link: <http://www.canterbury.ac.nz/arts/arts-news/archive/arts-update/>.

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

##### **New Head of UC Law School:**

After making a significant contribution to the School and College over the past two-and-a-half years, Professor Karen Scott stood down on 1 August as Head of the Law School in order to fulfil her role as Deputy Chair of the PBRF Law Panel. Professor Neil Boister replaced her as Head of the UC Law School and a member of the College Executive team.

##### **Industry and Community Engagement:**

- On 25 July, UC Centre for Entrepreneurship (UCE) hosted the Institute of Directors for a student workshop.
- On 9 August, the Business School hosted a meeting of the Christchurch IoD. Over 50 members attended a presentation by Associate Professor Ekant Veer on organisational failure. His key message was that CEOs and Board members need to recognise that organisational failure is part of a learning process and as such, essential to building a successful, growth culture. His presentation was followed by a panel discussion.
- On 16 August, Justice Sir Mark O'Regan delivered the UC Law School's 2018 Supreme Court Lecture, on the Treaty settlements process.
- On 4-5 August, UCE's Marketing Smackdown took place in collaboration with NZ Marketing Association and ChristchurchNZ. Five teams of students competed for cash prizes, tickets to Marketing Association events and a 'Day at the Office' with Strategy Creative. The Challenge was attracting more people to Christchurch.

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

A highlight this month was a visit by the Ngai Tahu Education Manager, Hana O'Regan, and an opportunity to grow the relationship with the College. The PVC invited her to experience what and how we teach across a range of disciplines.

Interest was extremely high in the new residential week in 2019 for female school students, with more students interested than there were places.

A delegation from Henan Polytechnic University in China met Professors Shusheng Pang, Peter Gostomski, Neville Watson, Alex Yip and the Dean International to discuss collaborative education and research. The delegation had strong interests in Chemical/Mechanical and Power engineering, especially renewable energy. A Letter of Intent was signed that would enable student mobility, including study abroad and short course exchange cooperation; and visits by university staff for professional development and other purposes.

Recruitment is under way for the new cohort of ENG ME! Student mentors for 2019, and mentor leaders. This is to ensure the sustainability of the student-led peer-mentoring scheme for all 1,000 Intermediate students, which was successful in its inaugural year this year. Departments and schools were setting up diversity, equity and inclusion change teams. These will build on the foundation laid with Engineering Intermediate this year. The teams will design their own initiatives for use in Semester One 2019.

Work continued in the College on mental health and wellbeing in the workplace, with the aim of providing more information and resources for staff and raising awareness. This work will be a joint pilot scheme rolled out in Engineering and Science initially.

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

Through the leadership of our Kaiārahi Pasifika, Tufulasi Taleni, we had another successful cultural experience for 15 students and 5 staff in Samoa. The focus was to build knowledge and understanding of Pasifika contexts through exposure to culture, language and traditions of fa'a-Samoa (Samoa ways). Throughout the week, students and staff had many opportunities to learn, including preparing a traditional feast, attending church, having fun and sharing a laugh with the kids and adults in the community, and visiting a local school. Acting PVC Professor Letitia Fickel visited the Dean of Education Dr Fagu'ele Suaali'i and other colleagues at the National University of Samoa, to explore continued collaboration.

This month, the College Executive focused on internationalisation, and shifting attention from a focus on international student recruitment. Focusing on the strategic value of internationalisation, we outlined operational outcomes around alignment with the Global Awareness pillar of the graduate profile via curriculum, expanded international experiences for staff and students, and fostering an inclusive teaching-learning climate for both international and domestic students. We also took the decision to establish the position of Assistant Dean International.

Manawa (Health Precinct) is starting to come to life with CDHB and Ara slowly shifting their staff in. Staff relocated and some teaching had taken place. The College will host the monthly all-staff morning tea there in September. We ensured UC's visibility in this new space via a joint media release with Ara, an article on the first students to be taught in Manawa for our website and social media communication.

The College e-newsletter went out during early July to more than 1000. It contained numerous articles, promoted events and provided information on postgraduate course options. This communication strategy has proved very effective, as our e-newsletters continue to receive an open-rate of approximately 70%.

## 14.5 College of Science (Te Rāngai Pūtaiao)

Work continued on a new undergraduate degree, Bachelor of Science, Research and Innovation, to be delivered jointly with Lincoln University. The proposed new degree will become part of the Kia Tōpū portfolio of new programmes, and includes a major in Food Sustainability, as well as in Climate Change and Urban Sustainability. It is different to a BSc degree in a range of ways, and there have been two rounds of market research to inform the development of the new degree, to clarify the market, and the difference between the BSc market and the new degree's market. The intention is to submit the proposal to CUAP Round 1 2019, for delivery in 2020. Lincoln University, with which we have worked closely on the proposal, is further ahead in its internal approvals and await UC's processes.

The new first year undergraduate BSc core course – the first compulsory course for all BSc students – began well. SCIE101 Pūtaiao, te Pū o Tūku ao *Science Society and Me* is an interdisciplinary course which draws on multiple epistemologies, including bicultural approaches to knowledge. There were 589 students enrolled in its first delivery, so as well as the intellectual challenge of navigating multi-party interdisciplinary course design, it was a logistical challenge to deliver. There was a buzz around the new course, and we look forward to receiving the formal student feedback later this year.

Research progressed well, and we continued to secure more external funding than ever before to support it. Even at this late stage in the year, we continued to secure new research revenue, and revised our EOY forecasts of external research income upwards.

## 15. Conclusion:

Professor Letitia Fickel stepped down as Acting PVC of the College of Education, Health and Human Development after serving ably for eight months while Professor Gail Gillon was on sabbatical supporting the development of the Child Wellbeing Institute and the rebid of the National Science Challenge 'A Better Start'. Professor Fickel's leadership sustained momentum and focus within the College while facing the uncertainty and delays arising from the late delivery of the Rehua building.

With fewer than six months remaining in the VC role, I've been asked by staff what I want to achieve before leaving. Top of the list is setting UC up for a solid growth in enrolments in 2019, receiving the \$50m Crown capital contribution under the UC Futures Programme, closing out the contracts with Hawkins (CETF) and Fletchers (Ernest Rutherford), occupying Rehua, and obtaining Council approval for the Kia Tōpū initiative, the new Hall of Residence, the new Recreation Centre, and the 2019 budget showing a surplus from business as usual revenue relative to business as usual costs.

I would like UC to sign a new Memorandum of Understanding with Ngai Tahu/Ngai Tuahuriri and achieve a mutually agreed outcome from discussions with Lincoln University. I would like the momentum behind the delivery of the Graduate Profile and the Culture Change Programme to be sustained and I would like the delivery of Beatrice Tinsley, UCSA and Locke and Logie building works to be on programme and within approved budgets.

Finally, I would like all staff and students to look forward to 2019 with confidence, excitement and readiness to embrace new opportunities, especially in how and what we teach and research, giving life to our mission to be known as a university where research, teaching and learning take place in ways that are inspirational and innovative.

## **16. Appendix 1: Building Update**

### **Overall**

- **RRSIC1** was awarded Practical Completion on 26 July so UC can complete the necessary outstanding works to prepare moving the remaining research groups into the building.
- **CETF** outstanding works and defect rectification was progressively being delivered by the UC Project Team after the Hawkins contract was terminated.
- **Rehua** approaches completion but Hawkins were continuing to experience programme slippage with the UC Project and Consultant Teams providing as much support as possible to assist in coordination and mitigation strategies to protect occupation date of the building.
- **UCSA Building** experienced some challenges to programme and is due for completion in May 2019.
- Work continued safely on all sites with again no major injuries reported for the last period.

### **Campus Construction Safety Group**

The membership of the Campus Contractor Forum continued to evolve as the Capital Works projects profile changed in number and scale. Generally all site teams continued to demonstrate good H&S practice and responded well to UC's internal and independent H&S Auditing practices. A new initiative was embraced by the Contractor Round Table Forum where contractors and UC staff committed to collectively undertake one H&S construction site review before each Forum meeting on a rotation basis. The group then debriefed with their observations at the Forum meeting. This included site visits to the Rehua and Beatrice Tinsley (RRSIC2) sites.

The Campus Construction Safety Group continued to focus the UC team and contractors on the additional operational campus safety risks.

### **Current Building Status – Key Progress this Month:**

#### **Major work**

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

##### **RRSIC Stage 1 – Ernest Rutherford Building**

As at 26 July, the Engineer to the Contract granted Practical Completion (PC) for Ernest Rutherford. Fletcher continued to work on site undertaking defect rectification and finishing incomplete works. It was expected that the majority of these activities will be completed by the end of the semester 2 break. A work schedule for any remaining outstanding works was requested from Fletcher to be undertaken after the end of the academic year.

Establishment of research continued to be phased into the building, with focus on design of the Cryogenics and the PC2 spaces on level 4 and 5 being fit for purpose.

##### **RRSIC Stage 2 – Beatrice Tinsley Building**

An extension of time claim (EOT) was received and the Engineer awarded an extension of time with a revised completion date of 16 May 2019.

The last timber frame was due for erection by mid-August and testing of the façade scheduled for mid-August. The installation of floors and roof were about 50% completed.



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

Final Account was lodged on 12 March 2018. Agreement on Final Account was expected to continue into August with negotiations with the Receiver progressing towards resolution. UC would progress the completion of the project directly with sub-contractors. The main focus over August was continuing to implement this work in consultation with the College to minimise disruption and to target their operational priorities.

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

Sub-contractor resource levels at the end July were averaging 100 on-site workers per day and reducing as the fitout works were completed.

Despite submitted programmes from Hawkins suggesting earlier completion, it was anticipated that operational occupation via a Certificate of Public Use is likely by late October in preparation for teaching in mid-January 2019. A likely Practical Completion date is February/March 2019. This matter was escalated to Downer EDI senior management by the Vice-Chancellor.

The external facade remains a critical programme and quality risk. Façade defects remained constant at circa 380-400 despite scaffolding being removed on a number of elevations. Hawkins believed that this high number of defects was caused by a lag in updating the documentation.

Scope and quality of intumescent (fire retarding) paint finishes was a major issue, however ongoing inspections to verify the scope and quality of remaining areas, were being undertaken to inform further remedial work. While this additional inspection/remedial work added further pressure to delivery to support the UC teaching date of mid-January 2019, there was an increasing level of confidence the remaining outstanding works were now understood.

Fitout works proceeded across both top floor areas and were close to lockup stage to enable defect repairs to be managed. Ground floor and atrium works progressed well.

## **Other Buildings/ Projects**

### **UCSA**

The Theatre lower mezzanine slab was completed and the Theatre roof slab was partially completed. Waterproofing to the precast panels continued. Steel installation was under way and the roof framing was being installed.

Stormwater and civils works to the northwest swale were completed and connected to the river outlet. Next, these works will progress to the eastern and southern areas of the site.

The first delivery of the Innowood timber cladding arrived with installation due to begin. The railing system installation progressed on the eastern side of the Theatre and the western elevation.

Leighs had submitted a programme that gave Practical Completion at 29 May 2019. This programme incorporated the EOT, subsequent notices of delays and updated programming of the forward works through to completion. UC appointed independent programme reviewers, Woods Harris, to review the programme and resolve any outstanding issues.

### **Logie and Locke refurbishment**

Building works consents secured agreed final amendments to the floor layouts which resulted in some additional design work for power and data cabling but this design work was largely complete.

Further work by the programming consultant and quantity surveyor was undertaken to finalise the construction programme and associated costs. The option to carry out the work in two phases, building by building – Logie followed by Locke – was reviewed by the project team and the College. Commitment to the preferred option was due by mid-August and the final design documents would then be tendered.

### **Connon Hall seismic strengthening**

The design team was appointed to commence the detailed design for strengthening works to be undertaken in Connon Hall in the 2018/2019 summer break, subject to the Business Case being approved by Council in August. CLV confirmed that they will not be undertaking works in the building, and will be concentrating on the upgrade of Alpers and Ngata.

### **Warehouse Lecture Theatre and Sports Lab Project**

Works to the K1 lecture theatre and sports facilities were completed. Occupation was completed, the Code Compliance Certificate received and the final account agreed. The final cost for the project was within budget.

### **Vacating Kirkwood and Dovedale Villages**

All of the Kirkwood and Dovedale units were cleared and services disconnected. Hoardings erection commenced. The units were available for removal and would be removed progressively by Laing Contractors.

### **Garden Hall**

The University signed a Letter of Intent with Southbase for the initial concept design of new accommodation required for 2021. A business case for this direct negotiation was submitted to August Council for approval. The intention is that a Pre-contract Agreement is entered into for a collaborative open-book design process with the Southbase-led design team, concluding with a Fixed Price Lump Sum offer to build the facility for consideration by Council in November 2018. Capital Works appointed a Project Manager and Quantity Surveyor to the project.

### **Communication Disorders relocation**

Tenders for this project closed and the successful tender was within the approved budget. The contract was awarded to Dominion Constructors, which commenced building works. The contractor's programme aligned with the relocation of UC staff into refurbished accommodation after the end of the academic year and the need to remove the existing buildings on Montana Avenue in time to provide vacant possession to FENZ in accordance with the contract.

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

- College of Business and Law growth/accommodation planning
- Recreation Centre business case
- Learning and Teaching Spaces planning for 2019
- Kaikoura Field Station business case
- College of Engineering growth including School of Product Design

## 16.1 Appendix 2: Upcoming Events Calendar

<b>Date</b>	<b>Time</b>	<b>Venue</b>	<b>Event name</b>	<b>Key goal</b>
Wednesday 12 September	7 - 8pm	C-Block	UC Connect - Law without lawyers: does legal education have a future? Prof John Hopkins	Engage
Wednesday 20 September	7 - 8pm	C-Block	UC Connect - New Zealand's Place in a Changing World	Engage
Wednesday 26 September	5.30pm -	Canterbury Club	Canterbury Club Speaker Series: David Round	Engage
Wednesday 10 October	5 - 6pm	Ernest Rutherford 140	Community Meeting	Engage
Thursday 18 October	7 - 8pm	C-Block	UC Connect - Black Flu: Why should we remember the 1918 influenza pandemic in New Zealand?	Engage
<b>TBC</b> Wednesday 24 October	5.30pm -	Canterbury Club	Canterbury Club Speaker Series: Mark Jermy	Engage
<b>TBC</b> Wednesday 30 October		Canterbury Club	Canterbury Club Speaker Series: Mark Jermy	Engage

## 16.2 Appendix 3: VC Activities

<b>Past</b>	
26 July 2018	<ul style="list-style-type: none"> <li>Spoke at Christchurch and Parkland Youth Leadership Summit</li> </ul>
9 August 2018	<ul style="list-style-type: none"> <li>Attended Universities NZ Vice-Chancellor's Meetings</li> </ul>
13 August 2018	<ul style="list-style-type: none"> <li>Hosted a Community Meeting</li> </ul>
15 August 2018	<ul style="list-style-type: none"> <li>With Chancellor, co-hosted cocktail function for Sir John Hood</li> </ul>
17 August 2018	<ul style="list-style-type: none"> <li>Chaired UNZ Committee of International Programmes meeting</li> </ul>
22 August 2018	<ul style="list-style-type: none"> <li>Hosted stakeholder engagement dinner with Professor Ian Wright in Wellington regarding our Kia Topu initiative</li> </ul>
<b>Future</b>	
30 August 2018	<ul style="list-style-type: none"> <li>Speaking at NZ Women In Leadership in Wellington</li> </ul>
12 September 2018	<ul style="list-style-type: none"> <li>Attending Advisory Board to the Office of the AVC Māori and NTRC</li> </ul>
14 September 2018	<ul style="list-style-type: none"> <li>Meeting with Minister Woods and Professor Ian Wright</li> </ul>
18 September – 22 September 2018	<ul style="list-style-type: none"> <li>Travelling to the USA on UC business</li> </ul>
25 September 2018	<ul style="list-style-type: none"> <li>Meeting with Guangdong University</li> </ul>

16.3 Appendix 4: Enrolment Table

	Headcount						EFTS		EFTS						
	Applications to Enrol						Actual Enrolment		Full Year Enrolled						
	ATE Enrolment Week: 46 (11/08/2018)						Enrolments (11/08/2018)		Actual	Actual	Actual	Actual	Actual	Forecast (as at July)	Budget
	2013	2014	2015	2016	2017	2018	2017	2018	2013	2014	2015	2016	2017	2018	2018
<b>Domestic 1st Year</b>	3,935	4,209	4,248	4,940	5,258	5,460	3,201	3,589	2,886	2,922	2,974	3,254	3,262		
<b>Returning</b>	9,670	9,456	9,306	9,374	9,694	10,026	8,282	8,545	8,495	8,245	8,079	8,104	8,409		
<b>Total</b>	<u>13,605</u>	<u>13,665</u>	<u>13,554</u>	<u>14,314</u>	<u>14,952</u>	<u>15,486</u>	<u>11,483</u>	<u>12,134</u>	<u>11,381</u>	<u>11,167</u>	<u>11,053</u>	<u>11,358</u>	<u>11,671</u>	<u>12,338</u>	<u>12,277</u>
<b>International 1st Year</b>	1,457	1,966	2,414	3,323	3,334	3,925	711	878	304	336	445	607	744		
<b>Returning</b>	527	513	502	630	813	947	663	776	495	439	434	527	674		
<b>Total</b>	<u>1,984</u>	<u>2,479</u>	<u>2,916</u>	<u>3,953</u>	<u>4,147</u>	<u>4,872</u>	<u>1,375</u>	<u>1,653</u>	<u>799</u>	<u>775</u>	<u>878</u>	<u>1,134</u>	<u>1,418</u>	<u>1,719</u>	<u>1,529</u>
									-	-	-	-	-	-	
<b>Total</b>	<b>15,589</b>	<b>16,144</b>	<b>16,470</b>	<b>18,267</b>	<b>19,099</b>	<b>20,358</b>	<b>12,858</b>	<b>13,787</b>	<b>12,180</b>	<b>11,943</b>	<b>11,931</b>	<b>12,492</b>	<b>13,089</b>	<b>14,058</b>	<b>13,805</b>