COUNCIL
Te Kaunihera o Te Whare Wānanga o Waitaha

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

EMBARGOED UNTIL 4pm WEDNESDAY 27 NOVEMBER 2019

Agenda

Date	**Wednesday 27 November 2019**
Time	4.00pm
Venue	Council Chamber, Matariki

Refer to Page No.

1. APOLOGIES: Ms Keiran Horne

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

3. MINUTES
   - 3.1 30 October 2019 — 1-7
   - 3.2 12 November 2019 Special Meeting — 9-10

4. MATTERS ARISING

5. FROM THE CHANCELLOR — 11
   - 5.1 Council Membership Update
   - 5.2 Chancellor's Meetings — 13
   - 5.3 Council Work Plan
   - 5.4 Degrees Conferred in Absentia

6. FROM THE VICE-CHANCELLOR — 15
   - 6.1 Monthly Report — 17-33

7. FROM THE FINANCE, PLANNING AND RESOURCES COMMITTEE — 35
   - 7.1 CAPEX Quarterly Report Summary to 30 September 2019 — 37-46
   - 7.2 Building Name — 47-50

8. FROM THE ACADEMIC BOARD — 51-59

9. PUBLIC EXCLUDED MEETING
   Motion by the Chancellor for Resolution to Exclude the Public Pursuant to s48 of the Local Government Official Information and Meetings Act 1987:

I move that the public be excluded from the following parts of the proceedings of this meeting, namely:

Item on Public Excluded Agenda	General Subject Matter	Reason for passing this resolution in relation to each matter	Grounds under section 48(1) for the passing of this resolution
4.0	Minutes of the meeting held on 30 October 2019 and 12 November 2019 with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5.0	Matters arising from those minutes		
6.0 6.1	**From the Chancellor** Emeritus Professor nominations	To protect the privacy of natural persons.	7(a)
7.0 7.1	**From the Vice-Chancellor** The Vice-Chancellor's report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8.0	**From the Finance, Planning and Resources Committee**		
8.1	Draft minutes FPRC meeting 18 November	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8.2	UC Futures Summary Report	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.3	2020 Budget	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.4	2020 Consolidated Budget	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.5	Movements in Financial Forecast Report	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.6	Student First Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
9.0 9.1	**General Business** Kia Tōpu	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)

I also move that the Deputy Registrar, UC Directors and the University Council Co-ordinator be permitted to be present at this meeting because of their knowledge of the various matters being discussed. This knowledge will be of assistance in relation to the matters discussed, and is relevant because of their involvement in the development of the reports to Council on these matters.

10. REPORT FROM THE PUBLIC EXCLUDED SESSION

11. GENERAL BUSINESS

12. NEXT MEETING –Wednesday 27 November 2019

COUNCIL

Te Kaunihera o Te Whare Wānanga o Waitaha

Minutes

Date	**Wednesday 30 October 2019**
Time	4.17 pm
Venue	Council Chamber, Level 6 Matariki
Present	Ms Sue McCormack (Chancellor), Professor Cheryl de la Rey (Vice-Chancellor), Mr Peter Ballantyne, Ms Liz Bond, Mr Sam Brosnahan, Ms Keiran Horne, Professor Roger Nokes, Mr Warren Poh, Ms Gillian Simpson, Mr Shayne Te Aika.
Apologies	Ms Catherine Drayton, Mr Steve Wakefield (Pro-Chancellor)
In Attendance	Mr Jeff Field, University Registrar and Council Secretary Professor Jan Evans-Freeman, PVC Engineering Mr Keith Longden, Chief Finance Officer Ms Jacqui Lyttle, Risk Manager Ms Tori McNoe, UCSA President-Elect Mrs Raewyn Crowther, University Council Coordinator

The Chancellor opened the meeting by welcoming Ms Tori McNoe, UCSA President-elect and incoming Council member, and took the opportunity to report informally on a number of matters.

UC Gala Dinner
The Chancellor thanked those Council members who had attended and sought feedback on the event. Members noted that the speeches had been excellent and well received, the discussion at the tables had been interesting, and the meal and entertainment were excellent. The spread of Council and staff members across the tables worked well and it had been good to have the student voice present through the MCs Sam Brosnahan and Tori McNoe. The Vice-Chancellor said that Professor Amy Fletcher had been invited to do more talks and would be meeting with Facebook to discuss social media. It was advised that the Mayor and CEO of the City Council had both been very pleased with the event and had reported it to staff positively.

Sonoda investigation
The Toogood investigation was continuing and a draft report would be available in the week of 11 November. A special meeting of Council to discuss the report would be provisionally scheduled for 12 November at 5pm, ahead of the report's release to the public. A Coronial hearing would

take place on 5 November to announce the date of death, and possibly cause of death, with that information then being available for the Toogood report.

Biculturalism in Council
The Chancellor noted her intention to introduce a cultural framework into Council proceedings, beginning with a presentation to Council by the AVC Māori Dr Darryn Russell, and Dr Te Maire Tau later this year, or early next year.

Outsourcing of pastoral care
The Minister had views on the outsourcing of pastoral care which would impact universities. The Chancellor asked Council members to give this matter their consideration ahead of a discussion at a later date.

CONFLICTS OF INTEREST

There were no conflicts advised.

MINUTES

The minutes of the meeting held on 25 September 2019 were approved and signed as a correct record.

MATTERS ARISING

None

FROM THE CHANCELLOR

Chancellor's Meetings
The schedule of meetings was noted for information.

Moved

<u>That</u>: Council note the report of the Chancellor's meetings.

Carried

Council Performance Appraisal Briefing
Ms McCormack said due to the number of new members it would be inappropriate to review Council performance at this time, but a review would be held in 2020. In the meantime one-on-one interviews with members would be arranged to provide 360 degree feedback.

Moved

<u>That</u>: Council note the briefing on the Council Performance Appraisal process.

Carried

Climate Change Petition
A petition containing nearly 1200 names had been received. The matters addressed in the petition were all covered by work proposed in the new strategy. The organiser of the petition, Ms Ells Knobloch had met with the Vice-Chancellor and had been given the opportunity to feed information to the working group establishing the action plan for this area of work.

Moved

<u>That</u>: Council receive the climate change petition.

Carried

Council Workplan
An updated copy of the Work Plan was tabled and Mr Field highlighted the changes made since the last meeting. A new workshop on high country lands was proposed to advise Council of the background, policy around ownership and the current negotiations with lease holders.

Moved

That: Council note the Council work plan.

Carried

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

Moved

That: The Council approve the degrees awarded in absentia for the public record.

Carried

FROM THE VICE-CHANCELLOR

Monthly Report
Professor De la Rey presented her report noting:

- The death of Mason Pendrous had involved much of the VC's time in recent weeks. She had attended the funeral and met with Mason's father. His step-father had attended a tree planting in Ilam Gardens and the blessing at Sonoda and would be contacted again when the report was released.
- The final weeks of the academic year had begun.
- Accolades were noted:
    - Bruce Manley, leadership in forestry
    - Several alumni received Westpac Awards
    - Sir Tipene O'Regan, Royal Society Research Honorary Companion
- The opening of Beatrice Tinsley building marked the end of the rebuild phase.
- Diversity Fest had been successful with the highlight being the visit by Professor Ann Christiano. An academic partnership with her was being explored.
- Several sessions for staff on the strategy were well attended and the strategy had been well received. There was evidence that the strategy was influencing academic thinking, eg the relaunch of the MBA.
- Student recruitment was tracking well though numbers were being closely watched.
- Sport would be a focus for recruitment, with a more comprehensive approach being taken to achieve student wellbeing and a need to cater for those students wishing to excel in sport while also catering for mass participation.
- Demand for mental health services was increasing and a proposal was to be developed for non-medical counsellors to increase the services provided.

- Council workshops were recommended on student success rates and challenges and on ranking systems and plans to improve performance. These would be added to the work plan.
- Children's University Graduation plans were in place.
- UC had done well in the Endeavour Fund and it was a priority to increase external income for research.
- A meeting had been held with Te Maire Tau and Dr Darryn Russell to review what work was needed to embed biculturalism. It was noted that the Māori Strategy had been developed some time ago. A proposal would come to Council after March 2020.
- The Vice-Chancellor would be meeting with the Chair of Bishop Julius Hall about concerns with noise from the Garden Hall building site affecting students during the examination period.
- Two UC staff had received National Ako Teaching Awards.
- Professor Wendy Lawson had been seconded to work on strategic projects including the development of a partnership with Lincoln University.
- The Vice-Chancellor reported on a number of public speaking engagements and her visit to Otago University, noting their plans for expansion in Dunedin and Christchurch and the management of their residence halls.

In the ensuing discussion it was noted that:

- IT services required configuration of space at Dovedale, and the five year plan to transition to cloud services was questioned.
- Data on the numbers of new-to-NZ international enrolments compared with enrolments by international students already at NZ high schools was requested.
- There was a steady stream of Māori students seeking support from student advisors, which was viewed as a positive.
- The proposal by NZQA to reduce the BE(Hons) degree from level 8 to level 7 on the framework was viewed as being totally unacceptable by both engineering schools, all deans and the engineering fraternity across the country. All have submitted in very strong terms to NZQA as the outcome of such a change would have a drastic impact on the profession.
- Mr Brosnahan noted the new UCSA kaiarahi was to work with the top 10 UCSA clubs to introduce bicultural concepts.

Moved

That: The Vice Chancellor's Report be received.

Carried

FROM THE AUDIT AND RISK COMMITTEE

Ms Horne presented the report from the meeting held on 21 October.

Health, Safety and Wellbeing (HSW) Report

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

Moved

That: Council note the Health, Safety and Wellbeing Report.

Carried

Audit New Zealand Audit Engagement Letter

The matter had been fully discussed at the Audit and Risk Committee meeting and there were no further questions.

Moved

That: ***Council delegate the signing of the external Audit Engagement Letter for the three years ending 31 December 2021 to the Chancellor, subject to agreement on the fee.***

Carried

FROM THE ACADEMIC BOARD

Professor Jan Evans-Freeman presented the report on behalf of Professor Wright. The report was taken as read.

Professor Evans-Freeman noted that there had been a lengthy discussion and good engagement on the Strategy and that the theme leaders had spoken to the proposed actions. The format for the meeting would be used again, particularly to further Strategy initiatives.

Moved

That: Council note the report from the Academic Board.

Carried

PUBLIC EXCLUDED MEETING

Moved

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

Item on Public Excluded Agenda	General Subject Matter	Reason for passing this resolution in relation to each matter	Grounds under section 48(1) for the passing of this resolution
4.0	Minutes of the meeting held on 25 September 2019 with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5.0	Matters arising from those minutes		
6.0	**From the Chancellor**		
6.1	Emeritus Professor nominations	To protect the privacy of natural persons.	7(a)
6.2	TEC letter requesting accommodation information	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
7.0	**From the Vice-Chancellor**		
7.1	The Vice-Chancellor's report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8.0	**From the Finance, Planning and Resources Committee**		
8.1	Draft minutes FPRC meeting 21 October	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8.2	Locke and Logie Budget Reset	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.3	Haere-roa Budget Update	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)

8.4	UC Futures Summary Report	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.5	Final GOG Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8.6	Institutional Strategy Implementation Plan	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8,7	Monthly Financial Report to 30 September 2019	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.8	Movements in Financial Forecast Report	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.9	Canterbury Cricket Trust Submission	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8.10	Student First Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
9.0	**From the Audit and Risk Committee**		
9.1	Draft minutes ARC meeting 21 October	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
9.2	Internal Audit Status Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
9.3	Internal Audit Plan for 2020	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
9.4	IT Services Internal Audit Update	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
9.5	Internal Audit Procurement	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.6	Insurance Renewal Update	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.7	Strategic Risk Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
Tabled	CLV Request for Consent	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)

and that staff identified by the Chancellor and Vice-Chancellor as having knowledge relevant to particular matters to be discussed be permitted to remain at this meeting. This knowledge will be of assistance in relation to the matters discussed, and is relevant because of their involvement in the development of the reports to Council on these matters.

Carried

RETURN TO PUBLIC MEETING	Council returned to public meeting at 6.25pm and confirmed the award of the title Professor Emeritus to Professor Jim Cole.
GENERAL BUSINESS	Mr Brosnahan reminded members of the coming event for friends of the UCSA.
	The meeting ended at 6.26pm.
NEXT MEETING	The next meeting is scheduled for 3.00pm on Wednesday 27 November 2019.

SIGNED AS A CORRECT RECORD: _____

DATE: _____

COUNCIL

Te Kaunihera o Te Whare Wānanga o Waitaha

Special Meeting Minutes

Date	**Tuesday 11 November 2019**
Time	5.00 pm
Venue	Council Chamber, Level 6 Matariki
Present	Ms Sue McCormack (Chancellor), Professor Cheryl de la Rey (Vice-Chancellor), Mr Peter Ballantyne, Ms Liz Bond, Ms Keiran Horne, Professor Roger Nokes, Ms Gillian Simpson, Mr Shayne Te Aika. Mr Steve Wakefield (Pro-Chancellor) and Mr Warren Poh attended by videoconference.
Apologies	Ms Catherine Drayton, Mr Sam Brosnahan.
In Attendance	Mr Jeff Field, University Registrar and Council Secretary Mrs Raewyn Crowther, University Council Coordinator (until 5.50pm)

PUBLIC EXCLUDED MEETING Moved

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

Item on Public Excluded Agenda	General Subject Matter	Reason for passing this resolution in relation to each matter	Grounds under section 48(1) for the passing of this resolution
1	**From the Chancellor** Student Death at Sonoda - Update	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)

and that the Registrar and Council Coordinator be permitted to remain at this meeting.

Carried

RETURN TO PUBLIC MEETING Council returned to public meeting at 6.27pm.

GENERAL BUSINESS The meeting ended at 6.28pm.

SIGNED AS A CORRECT RECORD: _____

DATE: _____

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Report to the Council from the Chancellor

The Chancellor recommends:

1. Council Membership Update

   That: Council note the verbal membership update.

2. Chancellor's Meetings Council Performance Appraisal Briefing

   That: Council note the report of the Chancellor's meetings.

3. Council Work Plan

   That: Council note the Council work plan.

4. Degrees conferred in absentia

   That: Council note the degrees awarded in absentia for the public record.

Ms Sue McCormack
Chancellor
20 November 2019

Memorandum

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

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

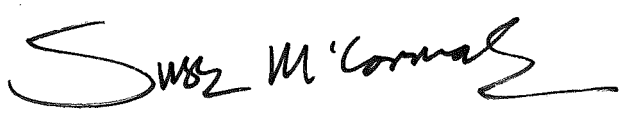
To:	Council Members
From:	Sue McCormack, Chancellor
Date:	20 November 2019
Subject:	**CHANCELLOR'S MEETINGS**

I outline for you the key events I have attended on behalf of UC since the last Council meeting. Items marked with an asterisk indicate events at which I gave a speech. Those speeches can be found on the Council Sharepoint site.

- Met with the VC and Kit Toogood QC on 3 occasions
- Met with VC and Tracey Wilson, Director Marketing, Communication and Recruitment
- Performed posthumous graduation ceremony
- Attended T20 cricket match as guest of Canterbury Cricket Trust
- Regular meetings with The Registrar
- Regular meetings with the VC
- Met with the Minister of Education
- Hosted cocktail function in Parliament Buildings
- Dinner with key Wellington stakeholders, including Minister Megan Woods
- Attended UCSA function for Friends of UCSA
- Chaired a meeting of the UC Appeals Committee
- Met with Stephen Mills QC via videoconference
- Attended lunch for UC Foundation Trustees and UC Alumni staff
- Chaired Special Council meeting
- Attended NZ Universities Women in Leadership Regional Roadshow
- Attended Health and Safety visit to Garden Hall
- Attended FPRC meeting
- Attended Children's University Graduation

Meetings planned between today and the Council meeting on 27 November:

- Attended a function at Tuahiwi marae to welcome the Royal visitors, HRH Prince Charles and the Duchess of Cornwall
- Dinner with the VC and Dawn Baxendale, CEO, CCC
- Attended lunch for Tan Sri Dr Ngau Boon Keat



Sue McCormack
Chancellor

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Report to the Council from the Vice-Chancellor

The Vice-Chancellor recommends:

1. Vice-Chancellor's Monthly Report

***That*: Council note the Vice-Chancellor's Monthly Report.**

Professor Cheryl de la Rey
Vice-Chancellor
20 November 2019

Professor Cheryl de la Rey
Vice-Chancellor
Tel: +64 3 369 3836
Email: cheryl.delarey@canterbury.ac.nz

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

VICE-CHANCELLOR'S REPORT TO UNIVERSITY OF CANTERBURY COUNCIL NOVEMBER 2019

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1. STRATEGIC OVERVIEW

The 2019 academic year is drawing to a close with year-end examinations having concluded on 9 November and many academic staff busy with marking and assessments. Students will receive their final grades at the end of November and for many, that will mark the completion of their qualifications which will be conferred in December. 1980 students have applied to graduate, including all students graduating at a ceremony either in Christchurch or Rotorua, and all students graduating in absentia. For other students, the summer session is an opportunity to continue their studies. Summer school sessions commence in November and January for students wishing to take some additional coursework outside the typical degree window. Of course for many postgraduate students, work on research projects continues across the summer months; and undergraduates also get the opportunity to experience research with summer research scholarships.

The year-end also marks the wind down of the UC Futures programme as this will be the last routine report. Overall the programme has gone well. All buildings are complete, open and in use. International enrolments exceed pre-earthquake levels and we are on track to meet pre-earthquake domestic enrolment levels next year. The Staff Forum on 3 December will be an event at which we mark the end of the earthquake recovery phase as well as the closing of the year.

The New Year will be the first year of implementation of the new strategy, Tangata Tū, Tangata Ora, which has been launched publicly at two events: the UC Gala Dinner at the Arts Centre and a parliamentary event, co-hosted with alumna the Hon Dr Megan Woods, Minister of Energy and Resources, Greater Christchurch Regeneration, Housing, and Research, Science and Innovation. Both events went very well and in themselves represented the deeper and more regular level of engagement that is central to the strategy itself. It was pleasing to have our two student leaders taking active roles. Sam Brosnahan (President) and Tori McNoe (President elect and current Vice President) each showed their leadership talent at these events. UC's highly active and effective student body is a key element to UC's distinctive character and will play a key role in the strategy implementation.

Almost all Senior Management Team meetings in November have had a strategy implementation focus. The management is working on the prioritisation and timing of each action to support the strategy. Our strategy is ambitious but in our financially constrained environment, we will pace our implementation over multiple years.

While working on the timing of the major new initiatives, we are continuing with staff workshops to foster a deep understanding of the strategy, its implications and the importance of staff participation. On 20 November I hosted a workshop with about 100 UC managers and leaders to talk about the strategy. Catherine Moran presented the strategic direction for learning and teaching and Paul O'Flaherty facilitated discussions on the importance of individual and collective leadership.

In alignment with the strategic priority 'Internationalisation – Locally Engaged, Globally Networked', on 22 October we welcomed Liberty Oberlander, Deputy Head of Membership of the Association of Commonwealth Universities (ACU). Liberty gave a presentation on the ACU's vision as outlined in "The Road to 2030", a new strategy that she said "reinforces our fundamental belief that global challenges can only be solved through international collaboration, and our collective commitment to achieving the UN Sustainable Development Goals (SDGs) through higher education". UC has been an inactive member of the ACU for some years, but since the visit there has been engagement and the latest ACU's newsletter includes an introduction written by Professor Jan Evans-Freeman, Pro-Vice-Chancellor College of Engineering, and Alex Hanlon, Executive Director, Learning Resources. The newsletter is available online. Further contributions to joint projects, fellowships and associations are planned.

The programme of engagement with local schools continues and I met with the principals of Villa Maria School and Rangiora High School, the latter where I was invited to facilitate the Teacher Only Day Workshops on the Educational Challenges of their Institution in the Secondary-Tertiary Transition. In addition to education institutions, I was invited to speak to the Canterbury Branch of Governance NZ at the end of October.

Four UC graduation ceremonies will close the academic year. A very special event was the inaugural graduation of the Children's University on 20 November in the Town Hall. 155 children graduated from the Children's University Canterbury Partnership this year, which is over 80% of the cohort.

2. STUDENT RECRUITMENT

2.1 Domestic Recruitment

The Liaison Office has completed its school course planning visits for the year, having planned courses for over 2,300 students studying in 2020. Appointments, phone calls and emails with individual students and their whānau continue.

The team is also working with the Intelligent Automation Team in designing a bot that will automate a number of manual processes within the Customer Relationship Management (CRM) system. The Pacific Liaison Officer and Pacific Development Team hosted approximately 70 local Pasifika students as part of the UCMe XL programme. Upcoming in December, Liaison is hosting local career advisors and international directors for an end-of-year stakeholder breakfast, and collaborating with colleges for the Year 10 Amazing Race and Riccarton High curriculum teachers visit. International Relationships Office (IRO) and Liaison staff are also continuing discussions with local schools about joint international marketing opportunities.

In early November, Assistant Vice-Chancellor Māori, Liaison and Events hosted 163 taiohi Māori students from 16 Canterbury schools at Ekea! Tau 10 Pathways for Māori. This is the first step in the Ekea! programme that promotes tertiary education as a viable option for taiohi Māori. The number attending represented a 6.5% increase on last year.

2.2 International Recruitment

The October intake of the Business taught master's programmes is the final intake of significance for 2019. UC has enrolled 1,863 full-fee equivalent full-time students (EFTS) in 2019, up 10% over 2018. This marks the fifth consecutive year of double-digit growth. International students paying full fees now comprise over 12.5% of total EFTS enrolled at UC and in 2018 UC was over the median for total international enrolments across all eight universities.

All colleges have experienced growth in graduate full-fee EFTS in 2019, and all but Science have experienced growth in undergraduate full-fee EFTS as measured by teaching allocation.

Growth at the graduate level remained strong in 2019 in new to UC EFTS year-on-year. Masters of Applied Data Science, Masters of Strategic Communications, and the taught Master's programmes in Engineering and Business have all grown significantly. Growth at the undergraduate level in new to UC EFTS was negative in 2019. The main factor contributing to lower undergraduate growth has been a decline of over 50 EFTS from Malaysia, which is attributed to a change in the Malaysian Government's Majlis Amanah Rakyat (MARA) funding policy. An additional decline of approximately 17 EFTS in Study Abroad, half of whom are in the Frontiers Abroad programme, has also negatively affected undergraduate numbers.

Very early indications for 2020 are promising. Growth in applications to enrol (ATEs) are up 17% overall from this time last year, and up 13% for new to UC students. Prepayments for study in 2020 are up approximately 160% over this time last year, though this is likely to overestimate increased activity due to changes in policy and behaviour. The focus in the IRO is now on conversion activities targeted at those students who hold full and conditional offers for 2020.

2.3 Marketing

29 students have been recruited and interviewed for the UCMe campaign and the 2020 media strategy planning is being finalised. As this year's campaign has performed strongly, the next one has no major changes except for the addition of an East Christchurch (lower decile) focus and a small up-weight in January (post NCEA results).

The Enrol Now campaign is complete, as is the Summer School campaign. Results have improved significantly with 8,048 clicks, up 112% year-on-year. College activity has mostly wrapped up with the completion of Law and Bachelor of Criminal Justice (BCJ) (39,527 clicks), as well as the Bachelor of Commerce (BCom), Business Taught Masters, and Master of Commerce (MCom). The Reshape Your Career Master of Business Administration (MBA) campaign is still in market and the launch was live-streamed. Results so far have been very positive.

The College of Arts Bachelor of Communication (BC), Bachelor of Arts (BA) and Masters, Fine Arts, Music and Social Work campaigns are all completed, as is the Health Positioning Story.

A new suite of videos has been completed, including videos on the Research Medals and UC Minds, and around 13 more are in production as part of planning for a busy summer of events. Covers photography is also ready for the 2021 recruitment publications.

New college landing webpages have been developed for both Engineering and Education, Health and Human Development, and are due to go live shortly. Improvements to the website – involving both the research section specifically and the coverage of UC research more generally – are also under way, in line with the focus on research in the UC Strategy.

After a successful social media Study Break campaign, which received well over 600 comments per post, the team now shifts focus to a December Graduation campaign as well as continuing working on a new Facebook Chatbot. Planning for 2020 publications is under way and work has begun on next year's "Intro to Colleges" publications.

3. STUDENT EXPERIENCE

3.1 Student Success

Procurement of a software platform and modules to provide an online induction for new to UC students is under way. These modules will allow the University to convey key information about a range of topics, including but not limited to: (1) Being a member of the UC community; (2) Making connections; (3) Sexual assault, sexual harassment and consent; (4) Mental health and wellbeing; and (5) Alcohol and drugs. The modules will help the University to set out clear behavioural expectations, assist students to transition into the university environment, both academically and socially, promote wellbeing and safety, and reduce the likelihood of incidents (e.g., physical injuries, alcohol- and drug-related matters, sexual harassment). The timeline established has scheduled the rollout for the modules for the first quarter of 2020.

3.2 UC Careers

The collaboration between UC Careers and other New Zealand university career centres through the NZUniCareerHub consortium continues to provide a valuable and successful service in presenting students with a range of employment opportunities relevant to their qualifications, areas of study, and skills being developed. NZUniCareerHub (www.nzunicareerhub.ac.nz) for employers is a one-stop-shop for advertising opportunities exclusively to student cohorts of their choice.

By the end of the third quarter, over 9,000 opportunities (many with multiple positions) had been advertised. Of these advertisements, nearly 50% indicated an interest in students or graduates from any discipline. This trend reinforces anecdotal feedback from employers indicating that they are increasingly interested in diversifying skill sets within their business.

UC Careers is currently working with the College of Arts and College of Business and Law on integrating Career Development Learning into their programmes of study.

3.3 Student Care

Student Care recorded a total of 528 student engagements in October from 266 unique students**.** Of these, 337 engagements were with domestic students and 191 with international students. The most prominent issues dealt with over this time were mental health, special consideration and general tautoko. A feature of 2019 has been the significant increase in student engagements, many arising from the 15 March event. We are assessing options to enable the service to become more sustainable as the demands on staff are manifold.

	October 2018	October 2019	YTD Total (2018)	YTD Total (2019)
Student Engagements	415	528	**2,873**	**4,890**
Unique Count	178	266	**1,619**	**2,845**

Student Care has presented to the College of Engineering on cultural context and its impact on student behaviour. The presentation was well received and was run as an addition to the College's previous workshop on motivational interviewing.

Student Care is also working with the Academic Skills Centre to contribute to a module on international students for a new UC staff induction programme. The module is designed to help new UC staff understand the impact of culture on students' academic and communication behaviour, and to provide strategies on effective engagement with international students. Planning is under way for the 2020 International Welcome and Orientation with colleagues across colleges and SSAC.

As a participant in the Canterbury Suicide Prevention Forum, Student Care has contributed to the development of the strategic plan on suicide prevention for the region.

3.4 Akiaki Ākonga – Student Experience Team (SET)

Akiaki Ākonga (Student Experience Team) was pleased to support several student leaders who were recognised at the UC Sustainability Awards. Student leaders in the Ākonga Leadership Incubator were treated to a special gratitude event at the Arts Centre, which involved a Rekindle rope-making workshop. Many of these leaders will return to support first-year experience programmes in 2020. Go Canterbury held a "Not Just Noodles" workshop in which student leaders taught their cohort about eating well on a budget, particularly when flatting.

3.5 Equity and Disability Service

Equity and Disability Service (EDS) staff have worked closely with the Examination unit in supporting students requiring individual Special Examination Accommodations – which take various forms such as reader/writer support and extra time – in 1,108 examinations. Additionally, staff from the Alternative Format Service are actively supporting students receiving alternative formats for their individual examination requirements in 49 examinations.

In total, 715 students are registered with EDS. Many of these students have begun their re-registration process for next year. Re-registering will ensure that they receive the appropriate learning accommodations and support they need over 2020. Typically retention rates for DRS-supported students are above average.

The 2019 Diversity Fest ran in Term Four from 9 September to 11 October, coinciding with national awareness weeks such as Mental Health Awareness and Te Wiki o Te Reo Māori. It was co-created by UC, University of Canterbury Students' Association (UCSA) and student clubs. The theme of this year's event was "He waka eke noa – A canoe on which everyone may embark". The festival hosted over 30 unique events and activations, with an estimated 5,000 people from UC and the wider community taking part. Students and staff at UC have commented on the value of the initiative as it gave many diverse groups and people on campus a voice. It also encouraged people to learn more about each other's differences while celebrating what we all have in common.

EDS is looking to incorporate some elements of Diversity Fest in first-quarter activities in 2020, to help set expectations of community behaviour in an engaging way.

3.6 Wellness Services

3.6.1 Rec & Sport

Rec Centre memberships have hit an all-time high for this period of the year, reaching 10,021 members – of which 9,519 (94%) are UC students. This total represents around 53% of the student population, making the UC Rec Centre one of the most popular services (by membership) across all tertiary campuses in New Zealand, based on benchmark data (from University and Tertiary Sport New Zealand).

Social sport competitions have now concluded for the year, with just over 1,800 students having competed in the 30 leagues throughout 2019. The Rec & Sport team believes they have achieved the target of increasing participation rates generally while also allocating fees to resource-intensive services. A survey of all participants shows high satisfaction levels throughout the leagues, with 92% of participants indicating they are likely to return to play in 2020. Respondents also reported that their wellbeing improved as a result of the engagement in the programme: 92% noted an improvement in their health as a result of their increased activity and 81% noted an improvement in their social connections and friendships.

The beginning of December will see a new floor poured into the existing sports hall. The new surface will provide a much safer space for sports, activities and teaching. Since the process takes three to four weeks in total, the amount of useable space will be reduced in December, requiring adjustments to programming but, as this coincides with one of the Rec Centre's quietest operating months, the Rec & Sport team expect little to no operational impact. The new floor is expected to be ready for reopening in January 2020.

3.6.2 Health Centre

Demand for counselling appointments remains on track to be significantly above the previous year's figures. As noted last month, the Health Centre has adopted a new triage role and has been using flexible contractors (especially in March and April) so it has been largely able to manage an average wait time of approximately 7.9 days year to date. Across the last month in particular, with the start of the exam period, the Centre has noticed a fairly sharp decline in the demand for its services.

4. STAFFING, HEALTH AND SAFETY

4.1 People and Culture

The College of Science (School of Psychology Speech and Hearing) and the College of Business and Law (Department of Management) together with the Human Resources Service Unit recently jointly hosted a series of well-attended workshops and lectures with Professor Michael Leiter from Deakin University. The theme was civility and respect in the workplace. This series provided another lens through which participants could reflect on the University's organisational culture programme.

4.2 Health, Safety and Wellbeing

The annual Health, Safety and Wellbeing get-together was held recently. This networking and professional development workshop is also an opportunity to acknowledge the contributions of the approximately 120 staff who formally hold Health, Safety and Wellbeing roles – for example, as members of Health, Safety and Wellbeing committees. Their willingness to assume leadership responsibilities is very much appreciated. This year's guest speaker was former head of the New Zealand Army, Major General Dave Gawn, who is now Chief Executive of the Pike River Recovery Agency. His talk prompted some useful reflections and discussions on identification and management of risk.

5. LEARNING AND TEACHING

While exams are finished and graduation looming for some, other students are continuing their study through the summer. Enrolments for summer school for 2019/2020 are on par with the previous year demonstrating that the growth in interest in summer school last year is being maintained. The ongoing interest in summer school is testament to student interest in more flexible learning options. To that the Micro-credentials Policy was approved by Academic Board on 8 November 2019. Micro-credentials represent an opportunity for UC to offer new flexible delivery options, opportunities for employers to upskill their staff and for students to quickly fill-in educational gaps from traditional or generalised degree programmes. Colleges have indicated interest in developing a range of micro-credentials, and industry and the community have expressed interest in partnering with UC on this. The Academic Quality Team is now focusing attention on developing policy and process around the recognition of prior learning and developing guidelines to assist UC academics create micro-credentials.

With the end of the main teaching year, it was satisfying to see that the Erskine Programme has had another successful year. Over the course of 2019, 80 Visiting Fellows visited UC including our first Distinguished Erskine Fellow, Professor Sir Colin Humphreys and 24 UC academics went overseas to enhance their teaching and learning. The Team is now busy progressing applications for 2020 visits which will include, early in the year, welcoming our 2000th Erskine Fellow.

Looking to 2020, academic support for staff and students is in preparation. For students, an early alert system will be in place so students and staff can identify disengagement sooner rather than later, and receive support for improving academic performance. For staff, a suite of 12 Academic Induction workshops for new academics are now developed and our Academic Development and E-learning teams will begin running these early 2020.

6. RESEARCH

The highly competitive and prestigious Marsden Fund awards have been announced recently for another year of blue-skies, investigator-initiated research. A measure of UC's success is that it has been awarded 12 grants – the highest number since 2010. Particularly gratifying this year is that three awarded grants went to the College of Arts (including to Professors Jennifer Hay and Jeanette King, who are doing a reciprocal principal–associate investigator double on two grants) and a Fast Start to Dr Tyron Love from the College of Business and Law. Six of the 12 awards are Fast Starts, which support emerging research academics, further emphasising that UC has recruited some exceptional talent in recent years. Science and Engineering continue to secure a number of very significant awards.

The Ministry of Business, Innovation and Employment (MBIE) has announced six $500,000 awards for Space "Catalyst" grants to work on new research programmes with strongly themed international collaboration. Dr Sarah Kessans (Biomolecular Interaction Centre) has been successful with a project entitled "Taking biochemistry to new heights: developing nanosatellites for protein crystallisation".

Nearing year-end, UC is on track to have been either contracted, or awarded (and yet to be contracted), over $60 million in external research income in 2019. This total will be the highest ever awarded to UC, surpassing 2018 – the next most successful year – by 20%.

The annual UC Innovation Jumpstart competition has concluded at a recent awards event. The competition gives UC academic staff a chance to transform their innovative ideas into reality and learn more about the commercialisation of ideas in the process. Having grown steadily since its inception in 2010, the competition this year had a 50% increase in the number of applications compared with 2018, attracting entries from all colleges and some cross-college entries. The Research & Innovation team has broadened the competition in recent years to encourage applications for ideas beyond highly commercial products to encompass those targeting social enterprise and community service offerings, including a new prize in 2019 to celebrate ideas with a social or environmental agenda. The five 2019 winners are:

WNT Venture prize: Dr Stefanie Gutschmidt, Engineering and Professor Greg O'Beirne, Science, Enhanced hearing technology inspired by human cochlea amplifier

Astrolab prize: Dr Yilei Zhang, Engineering, High-speed additive manufacturing technology

Jumpstart prize: Associate Professor Mark Staiger, Engineering, Monolithic biodegradable plate system for bone fracture fixation

Jumpstart prize: Dr Toby Macrae, Science, Developing a speech analysis app

Social/environmental prize: Dr Aisling O'Sullivan, Professor Tom Cochrane, Dr Frances Charters, Engineering, Nitrate treatment and waste shell valorisation from an innovative filter system.

Each of the winners will receive funding of $20,000 to help with experimentation, proof-of-concept, technology or service development for their idea.

In recent weeks, UC has contributed to and/or submitted on three current Government submissions processes: the review of the Tertiary Education Commission (TEC) Performance-Based Research Fund (PBRF) scheme; the draft MBIE Research, Science, and Innovation strategy; and proposed regulatory changes to the Ministry of Foreign Affairs and Trade's technology export controls.

7. POSTGRADUATE RESEARCH

Dean of Postgraduate Research Bryce Williamson and Associate Dean Ekant Veer, accompanied by Dr Chris Chen, attended Chinese Scholarship Council International Graduate Students' Fair events in Beijing, Xi'an, Chongqing and Shanghai during October. Cumulatively, about 5,000 students attended. Over 90 prospective students were interviewed for future potential enrolment at UC.

The second round of the Supervisor Training Workshops (three 3-hour sessions in two parallel streams) for 2019 commenced on 6 November. Sixteen members of the academic staff signed up for this training, which academic staff must complete before they are permitted to take on the role of a senior supervisor of doctoral students at UC.

At the last Summer GradFest event for the year, 31 seminars and workshops were presented to postgraduate students (and others) by numerous members of the academic and support staff. The week's events also included social events, the Canterbury Postgraduate Students' Association (PGSA) Poster Showcase and a UCSA-sponsored barbecue. The high level of student engagement and enthusiasm was demonstrated by the questions asked during sessions as well as by lively conversations among students and staff. Previous evaluations have shown students appreciate learning new skills, knowing where to go if they need support in the future and having the opportunity to network. The event is a collaborative partnership between the Postgraduate Research Office, Library, PGSA, SOAR advisors, Academic Skills Centre, UCSA, Equity and Disability Service, Student Care, Health Centre, and Careers.

8. BICULTURALISM

New Kaiārahi have started working with their designated colleges now. Almost all handover meetings with SMT members have been completed and remaining meetings will occur this month. Planning and responding to the new academic strategy priorities through co-design with college and service unit colleagues is a key focus for the team going forward.

Professional Development Workshops facilitated by Office of AVC Māori including, Tangata Tū, Tangata Ora, Culturally Responsive Pedagogy and Te Reo for the Workplace remain very popular with general and academic staff and participant feedback is positive.

Kaiurungi (Māori Student Advisors) have been busy engaging with ākonga Māori (Māori students) for pastoral care and academic support related activities, including delivering supplementary study wānanga for ākonga studying Science, Engineering and Law. They have also led various outreach and recruitment events and are now planning Eke Tangaroa Celebration for Māori Graduates, scheduled for 19 December.

Kaiurungi have also started phone calling new to UC pre-enrolled ākonga Māori, extending whakawhanaungatanga, support and encouragement early in their UC journey. This activity is critically important in setting up first year ākonga for success.

9. FINANCES

October 2019	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)
Net Surplus/(Deficit)	7,360	356	*7,004*	2,080	10,113	*8,033*
Capital Expenditure	80,836	105,446	*24,610*	123,637	106,415	*17,222*
Cash/ Short Term Investments/ Short Term Government Stock	300,331	253,434	*46,897*	173,363	203,600	*30,237*

We had been budgeting for an operating surplus as at the end of October 2019 of $0.356 million, but have returned an operating surplus of $7.360 million.

This is a favourable variance to the budget of $7.004 million. This favourable variance mainly relates to $7.779 million less operating expenses (largest savings are in consultancy expenses, contract teaching, contract research, asset purchases <$2,500, partially offset with higher commissions and levies, insurance, and publications/electronic data purchased).

Other favourable variances relate to a $2.850 million reduction in the retiring allowance provision, based on the 30 June actuarial valuation, compared to an expected increase in provision of $1.500 million that was in the budget, resulting in a $4.350 million favourable variance; $2.308 million less depreciation; $1.782 million more interest income; and $0.750 million more net profit that was realised in May on the FENZ deal due to lower demolition costs than had been budgeted for.

This favourable variance has been partially offset with unfavourable variances coming from ($1.883) million less (non-research) income from UCF/ Trusts, ($4.390) million less tuition income including SAC, ($1.629) million less PBRF income following recent reassessment of UC PBRF-related performance, and ($1.196) million less research external income.

We continue to forecast a surplus above budget for the full year. Expected reductions in revenue in relation to international tuition fees and PBRF are offset by improved interest revenue and external research revenue, with savings in personnel and depreciation expenditure.

Capital expenditure is $24.610 million below budget. $20.086 million of the expenditure incurred to date is UC Futures related (RRSIC, Rehua, and CETF) against a year to date budget of $32.463 million, much of which relates to programme delays and final account payment requests yet to be received for the larger building projects.

The October 2019 cash position of $300.331 million is higher than budget by $46.897 million due largely to higher than expected balances at 31 December 2018, and lower capital spend.

For further details please refer to the latest monthly financial report.

	Headcount			EFTS		EFTS			
	Applications to Enrol			Actual Enrolment		Full Year Enrolled			
	Applications (10/11/2019)			Enrolments (11/11/2019)		Actual	Actual	Forecast (as at Oct)	Budget
	2018	2019	2020	2018	2019	2017	2018	2019	2019
Domestic 1st Year		3,904	4,760	3,653	3,761	3,262	3,662		
Returning		2,602	3,782	8,670	9,230	8,409	8,704		
Total	-	6,506	8,542	12,323	12,991	11,671	12,366	13,038	12,972
International 1st Year		3,262	3,677	920	950	744	922		
Returning		134	281	783	918	674	781		
Total	-	3,396	3,958	1,703	1,868	1,418	1,704	1,865	2,019
						-	-	-	
Total	**-**	**9,902**	**12,500**	**14,026**	**14,859**	**13,089**	**14,069**	**14,903**	**14,990**

Budget and Forecast is not calculated down to year at UC

Enrolment data is based on the same date across years i.e. 6 Jan vs 6 Jan

Applications to Enrol data is now report on the same date across years i.e. 6 Jan vs 6 Jan

ATE data is based on student headcount and based on the students citizenship status rather than fee type. Enrolments data is based on EFTS and the students fee type (Domestic or International).

'International' refers to the students NZ citizen/residency status rather than their fee paying status. Most international students will pay International fees but not all. As PhD students generally pay domestic fees this table groups them with Domestic Students.

10. MAJOR PROJECTS & FACILITIES

Rutherford Regional Science and Innovation Centre 1 and 2 programme: The project has reached the position where Fletchers claims it has addressed most outstanding defects on the Ernest Rutherford building. The Beatrice Tinsley building is now occupied by approximately 66% of College staff and PhD students; the outstanding defects have reached a manageable number and should be closed out before the end of year. Landscaping works, including the installation of 400 bike stands on the southern end of the building, are progressing satisfactorily.

Canterbury Engineering the Future: The close-out phase continues to be within budget and the remaining minor outstanding works are to be completed by late December.

Rehua: The project is complete and within budget. Practical Completion (PC) has not been awarded and is unlikely to be until matters concerning the provision of warrantees and compliance defects requiring remediation are resolved. UC and Hawkins are approaching mediation in February 2020 to close out the commercial aspects of the project.

Haere-roa (UCSA building): The building is occupied and operational under a Certificate for Public Use. The PC approval targeted date has slipped again to late November in spite of UC's escalation of concern to Leighs' Executive team in progressing project close out. There are no significant issues or key risks that are likely to frustrate the award of PC. In October 2019 Council approved a budget reset of up to $1.1 million.

Garden Hall (Homestead Lane): The project is progressing on or ahead of programme and the current final projected cost remains within the project budget. Roof framing installation commenced in October. The prefabricated façade elements are now being installed on the eastern face of the building and concrete flat-slab floors are progressively being installed and poured. The contractor is making a considerable effort to plan for the delivery of noisy works activities during the extended end-of-year break.

Logie and Locke: The Logie building is now reoccupied and occupants have indicated high levels of satisfaction with it. The Locke building is expected to be reoccupied in June 2020. Asbestos has been removed from levels 2 and 5 in the Locke building and the size of the team has increased so that it can deliver two floors concurrently, mitigating any further delay in the main contractor's programme.

School of Product Design growth: The final phase of this project is now well under way. It will be completed before the end of December, ready for the School's use in 2020.

Wheki building: The programme remains as planned for IT Services and Human Resources to occupy the building on Dovedale campus by mid-December 2019.

Rec Centre: The Project Control Group has approved the preliminary design for this building after reviewing a number of cost-saving proposals in October. Work on the developed design has now commenced.

Low-carbon Ilam boiler replacement project: A business case has been prepared for Council consideration this month.

11. UC LIBRARY | TE PUNA MĀTAURAKA O WAITAHA

The Library has produced an infographic of UC's open access benefit and reach. This is available to all from the Open Access Subject Guide on the Library website. Open Access Week provided an opportunity for subject librarians to engage with college departments to discuss discipline-specific aspects of publishing in and using open access resources.

The Library's support for students studying for examinations has included extending Library opening hours, providing tea and coffee at each library, running the annual Facebook 'exampack' contest, offering 'golden

tickets' (encouraging appropriate shared use of spaces) on Instagram, and implementing a number of wellbeing 'take a break' initiatives.

GradFest was once again a successful partnership with over 200 students and staff in attendance. Consequently, postgraduate students provided positive feedback about the support that UC demonstrates to its postgraduate research students.

12. IT SERVICES | TE RATONGA TAUTOKO HANGARAU

Recently IT Services began moving from the Ilam campus back to its permanent location at the Dovedale campus. Moving servers and networks was the priority in the first week of the move, while most staff will be moving by the end of the month. Only projects on critical deadlines, such as Identity Access Management, will remain at Ilam until mid-December. To minimise the impact on the business, most meetings are expected to remain at the Ilam campus.

A recent cyber threat, known as Collection #1, has been well managed by IT Services with no evidence to date that any UC systems have been breached. Collection #1 is a credential release containing a list of email addresses and passwords that have been published on the dark web without permission. These are then sold and used to send spam and phishing emails and/or to try to access other accounts. The Collection #1 list contained 773 million credentials, including 44 UC emails, of which only 7 were newly compromised credentials and all have now been addressed. This incident is now considered closed.

As part of the Cloud/Digital Strategy, the Chief Information Officer and Learning Resources Executive Director will meet with each Senior Management Team member and their executive team this month, to gain their feedback and understand any potential implications. IT Services expects that it will then report back to the Senior Management Team in early December.

13. COMMUNICATIONS

13.1 Media and Events

In October there were 1,027 mentions of UC across online, print and broadcast media. Some particular highlights were Radio New Zealand's interview with Dr Volker Nock following his Rutherford Discovery Fellowship award to accelerate research into saving native trees; Seven Sharp talking to Dr Grant Pearce about plant proteins as a meat replacement; and national outlets – including TVNZ 1News, Magic and Three – reporting on UC student inventors' new app, Vxt, which turns voicemails into texts. In addition to the positive coverage generated, over 90 media queries were handled.

The following UC media releases/news stories appeared in broadcast, internet and print media in October:

- UC students' tech startup turns voicemails to text
- Award winning "sensei" connects Japanese students globally
- UC Connect public lecture: NASA Astronaut Dr Anna Fisher – Women in STEM
- UC finance students top New Zealand on their way to Korea
- Professor Emerita Paula Jameson awarded 2019 Marsden Medal
- UC researcher awarded $800,000 fellowship to save kauri from attack
- UC Connect public talk: Why on earth would you drill into a magma chamber?

- Beatrice Tinsley building opening a milestone for science at UC
- Hon Kit Toogood QC to lead University investigation

The Chancellor and I co-hosted the UC Gala Dinner | Te Hākari to launch our new Strategic Vision to business leaders and key players within Ōtautahi Christchurch. UC's ethos is to respond to a changing world, make a difference locally and globally and deliver excellence in all that we do. This event was a key part of our commitment to engage with stakeholders to achieve their economic, social, cultural, technology and innovation objectives. A total of 104 guests attended. In addition to the gratifying feedback we received about the quality of the event and UC's new direction, Associate Professor Amy Fletcher, the guest speaker for the evening, was subsequently invited to present to the Facebook team in Auckland on "Deepfakes: The uncertain future of truth".

On 5 November, Hon Dr Megan Woods and UC co-hosted UC Creating the Future at the Grand Hall, Parliament. The Chancellor and I presented UC's Strategic Vision to Wellington business leaders, members of Parliament and 80 external guests. An overarching driver of this strategy is an institutional commitment to engagement. This event gave the opportunity to engage purposefully with leaders, decision makers and influencers in Wellington, strengthening our relationships and forging new ones.

13.2 Engagements with Alumni and Donors

The UC Foundation income to the end of October was $7.3 million from 833 donors, of which $4.4 million was distributed to the University. This support is greatly appreciated. In particular, I would like to mention the Rose Centre for Stroke Recovery and Research, which has received $810,000 in new pledges of support this year, including the Wakefield family's support for establishing the Jim and Sue Wakefield Fellowship. Meanwhile, the Philanthropic Bonds that mature this year have seen pledges of $67,000 in donations, $98,000 in interest adjustment and a bequest of $10,000.

UC Foundation Trustees met with Scholarship recipients in October and supported the hosting of our major donors and key stakeholders at the Gala Dinner in the Great Hall.

The alumni reunion of Civil69 had 50 attendees who are actively fundraising to support the Department of Civil and Natural Resources Engineering. Now plans are under way for key anniversaries for Forestry (50 alumni attending), Economics (100) and Management 228 (10) in 2020. I was delighted to host the Alumni Speaker Series in Dunedin with Sandra Clare, the founder of Artemis and a current UC PhD student, which received positive media coverage.

14. COLLEGE SUMMARIES

(PROVIDED BY PRO-VICE-CHANCELLORS)

College of Business and Law | Te Rāngai Umanga me Te Ture

Colleagues' increased efforts to secure external research funding are bearing fruit. Congratulations to UC Business School colleagues Dr Tyron Love and Professor Michael Hall, who have been awarded a $300,000 Marsden Fast Start for their proposal "It Looks Grim! The future of Māori academics in New Zealand universities". Congratulations also to Professor John Hopkins (Law School), who has been awarded a grant of $134,210.40 under the Urban Theme of the Resilience to Nature's Challenges National Science Challenge. This is for a three-year project (2020–2022) in which he will examine the legal framework around volcanic resilience in New Zealand with a particular focus on the Auckland region. The project is part-funded by the Determining Volcanic Risk in Auckland (DEVORA) Research Programme.

The College of Business and Law is also celebrating the achievements of two of its students. UC BSc (Economics and Financial Engineering) student Josh McSkimming has been awarded the 2019 Frank Holmes Scholarship. Josh is the third UC student to receive this award in the past four years. Generously sponsored by The Hugo Group, this scholarship is awarded annually to New Zealand's top third-year university student in econometrics. Josh plans to use this prize money to help fund his study next year, when he will undertake a Master of Commerce in Economics at UC. Meanwhile, UC Business student Tessa McKegg has been selected

to participate in the study course funded by Universities New Zealand, "Doing Business in Brazil", in December at the Universidade de São Paulo. This is an amazing opportunity for Tessa and aligns well with the College's internationalisation plans in this region.

College of Engineering | Te Rāngai Pūkaha

This month, the College of Engineering welcomed Heide Lukosch and Stefan Lukosch, the first two senior academics employed under the TEC's new Entrepreneurial Universities scheme. Both Stefan and Heide are based in the HITLab and will shortly be joined by Andrew Phelps, the third professor in the new contract. Heide and Stefan come from Delft University of Technology, and will contribute to innovation and research in the HITLab and the School of Product Design.

The College recently held an industry networking function to thank this year's Final Year Undergraduate Project sponsors and to meet prospective sponsors for future projects. The industry attendees awarded a prize for a People's Choice project, which went to students from Mechanical Engineering for their work on an operable prosthetic hand. The College will hold this event annually moving forward.

The Wood Industry Development and Education (WIDE) Trust, founded in 2018, has agreed to provide generous funding to the School of Forestry for scholarships, a long-term postdoctoral position and a salary for a new academic to teach a wood processing course.

Due to the College's considerable EFTS growth, its Office is trialling technology solutions to help in responding to students' many academic enquiries to the College's small student advisor team. From next year, the College will use custom-built apps, supported by the presence of postgraduate students who were formerly UC undergraduates, as the first step in responding to a student who comes to the College Office at the start of a semester. A pilot version will be in place in February, with more technology introduced into the system by next winter. The College hopes this approach will reduce the considerable pressure on the student advisor team while still helping the many students who have course queries.

College of Education, Health and Human Development | Te Rāngai Ako me Te Hauora

At the College of Education, Health and Human Development's Research awards, Annabel Driscoll won the Māori/Pasifika Researcher of the Year Award for her work in the area of Māori population. The Ngā Pae o te Māramatanga Platform Team won the Māori/Pasifika Research Team Award, which recognised its work in advancing research into Māori and Indigenous needs and aspirations.

The College also farewelled Distinguished Professor Niki Davis after her 11 years of service to UC. Among her many achievements, Niki received the prestigious Society for Information Technology in Teacher Education (SITE) Outstanding Global Educator award for service to teaching and research. In addition, she was the President of the Distance Education Association of New Zealand for three years and remained executive and editor of the Journal of Open, Flexible and Distance Learning until 2017.

The Kia Tōpū Community Food Security/Hidden Hunger cluster and the School of Teacher Education co-sponsored a visit by Dr Antwi Akom, Professor at San Francisco State University (SFSU) and Director of the Social Innovation & Urban Opportunity Lab (a joint research lab of UC and SFSU). Dr Akom is a leader in community-based participatory action research, focusing on areas such as race and racism, eco-apartheid, social justice and community resilience. He spoke of food apartheid and how we can use participatory technologies to transform local food systems.

The Child Well-being Research Institute hosted a Pasifika community fono on the value of collaboration and collectivity. Speakers included Professors Gail Gillon and Tufulasi Taleni, and topics covered physical activity and the importance of literacy and learning.

Professor Michael Tarren-Sweeney, School of Health Sciences, served as an expert witness in the Royal Commission of Inquiry into Abuse in Care, held in Auckland. He has advised government departments in Ireland, Scotland, England and Australia on how to improve the lives of children in state care.

College of Science | Te Rāngai Pūtaiao

College of Science staff achieved a number of successes in November.

Heather Purdie was awarded a National Tertiary Teaching Excellence Award for Sustained Excellence in Tertiary Teaching. She was applauded for how she embeds sound and innovative pedagogical practice into her teaching.

The recent Marsden Fund round also saw success with the award of two standard grants (leads Paula Brooksby and Ren Dobson) and four Fast Starts (to Sarah Flanagan, Vanessa Morris, Tim Allison and Laura Revell). In addition, Science staff were co-investigators on other successful Marsden grants.

The New Zealand Association of Scientists has awarded the 2019 Marsden Medal to Professor Emerita Paula Jameson (School of Biological Sciences). The Marsden Medal is a lifetime award recognising Paula's outstanding service to the cause or profession of science.

Johnathan Davidson and Ben Kennedy were each shortlisted for a global QS Reimagine Education Award and are travelling to the United Kingdom for finals in December. Being shortlisted is a real testament to the excellence of their work.

Richard Hartshorn received the 2019 Denis Hogan Chemical Education award from the New Zealand Institute of Chemistry for his important contribution to chemical education in New Zealand.

15. VC Activities

Past Events	
29 October 2019	• Opened GradFest 2019 • Attended UC Connect lecture
31 October 2019	• Attended College of Business and Law morning tea and staff forum • Spoke at the Canterbury branch of Governance New Zealand event • Speaker at UC Confucius Institute Event – 10th anniversary
1 November 2019	• Met with Anne Shaw, Executive Director of Greater Christchurch Group • Visited Gateway Antarctica
4 November 2019	• Delivered a presentation at Teacher Only Day Workshop at Rangiora High School • Visited GeoHealth Lab
5 November 2019	• Co-hosted, with the Chancellor and Hon Dr Megan Woods at the function and dinner at Parliament
6 November 2019	• Attended luncheon for Christchurch City Council's new CEO, Dawn Baxendale
7 November 2019	• Attended Friends of UCSA end-of-year function
8 November 2019	• Met with Prue Williams, General Manager Science System Investment and Performance MBIE on campus
11 November 2019	• Met with Villa Maria College Principal, Deborah Brosnahan
14 November 2019	• Attended New Zealand Women in Leadership National Steering Committee meeting • Attended New Zealand Women in Leadership Regional Roadshow
18 November 2019	• Spoke at New Zealand Association for Research in Education event
19 November 2019	• Spoke at Waterways Symposium at Lincoln University
20 November 2019	• Hosted Tangata Tū, Tangata Ora: Preparing to meet the challenge of delivering our strategy • Spoke at Children's University graduation ceremony
21 November 2019	• Hosted Lord Mayor of Adelaide on campus
22 November 2019	• Attended Lincoln University event • Attended event at Tuahiwi Marae
23 November 2019	• Attended lunch hosted by Tan Sri Dr Ngau Boon Keat and Puan Sri Ngau Jean
25 November 2019	• Attended multiparty joint postgraduate schools meeting
27 November 2019	• Met with St Thomas of Canterbury College Principal, Steve Hart with Professor Moran
Future Events	
28 November 2019	• Attending Global Women Programme Showcase in Auckland with Professor Mazey
3 December 2019	• Attending Manawa Christmas Function

4 December 2019	• Speaking at 2019 History Awards
5 December 2019	• Attending Universities New Zealand meeting in Wellington
6 December 2019	• Meeting with Mary Gordon, Executive Director of Nursing at Canterbury District Health Board
10 December 2019	• Hosting Senior Management Team lunch with new professors
11 December 2019	• Meeting with Julian Elder, Scion Research • Speaking at UC Rotorua graduation
13 December 2019	• Attending Business and Law end-of-year morning tea
18 December 2019	• Attending University of Canterbury graduation ceremonies • Attending graduation function at Ilam Homestead
19 December 2019	• Attending Eke Tangaroa | Celebration for Māori Graduates • Attending International Graduation afternoon tea • Attending UC Pasifika Graduation celebration • Attending Graduation dinner
20 December 2019	• Attending University of Canterbury graduation ceremonies • Attending Graduation function at Ilam Homestead

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Report to the Council from a meeting of the Finance, Planning and Resources Committee held on Monday 18 November 2019

The Committee recommends:

1. CAPEX Quarterly Report Summary to 30 September 2019

   ***That**: Council note the CAPEX Quarterly Report Summary to 30 September 2019.*

2. Building Name

   ***That**: Council accept the gift of Ngai Tūāhuriri of the name "Tupuānuku" for the new Garden Hall accommodation.*

Peter Ballantyne
Chair
Finance, Planning and Resources Committee
20 November 2019

COVER SHEET

To:	**Ki:**	Council
From:	**Nā:**	Keith Longden
Date:	**Rā:**	20 November 2019
Subject:	**Kaupapa:**	**30 September 2019 Quarterly Expenditure Report**

Recommendation:

That the 30 September 2019 quarterly capital expenditure report be received for information.

Purpose: To show continuing progress on current projects.

Executive Summary:

The report shows continuing progress on many projects, but with an underspend against the 2019 YTD capital budget of $19.730 million for UC Futures and other projects; Colleges and Services Units are $2.331 million underspent against the 2019 YTD capital budget.
The RRSIC stage 1 defects completion is progressing, the $1million UC have held back in relation to the provision of O&M Manuals will be released in October based on all the required paperwork being completed.
The opening of the Beatrice Tinsley building (RRSIC Stage 2) was held successfully in 1st October 19. The College staff started to move in at the same date.
Rehua is at the tail end of the project with the final account stage approaching but still requiring the completion of various matters including the remediation of the Fluid Viscous Dampers. However, at the end of September Practical Completion was forecast for the end of October 2019. The final account will follow after that but final negotiation remains uncertain.
Garden Hall's main contractor Southbase has confirmed the critical path with structure and flat slab install currently the focus to be completed by the end of 2019, which will provide a key indicator of progress and ability to confirm whether the project is on programme ahead of stakeholder communication and advertising of accommodation in early 2020.
The UCSA building is now occupied. The anticipated date for Leighs achieving Practical Completion has slipped, and Project team are now expecting PC during October. UC expect to receive a progress payment claim from Leighs within 4-8 weeks of achieving Practical Completion. At that time, project team expect to have a clear understanding of Leighs' final construction cost position and the project's likely out-turn cost.

Key Points/Strategic fit: N/A

Financial implications: N/A

Attachments: Quarterly capital expenditure report

Quarterly Capital Expenditure Report

FINANCIAL SERVICES

September 2019

Prepared by:	Sarah Guo and Project Managers
Prepared for:	Keith Longden
Date:	8 October 2019
Version:	1.0

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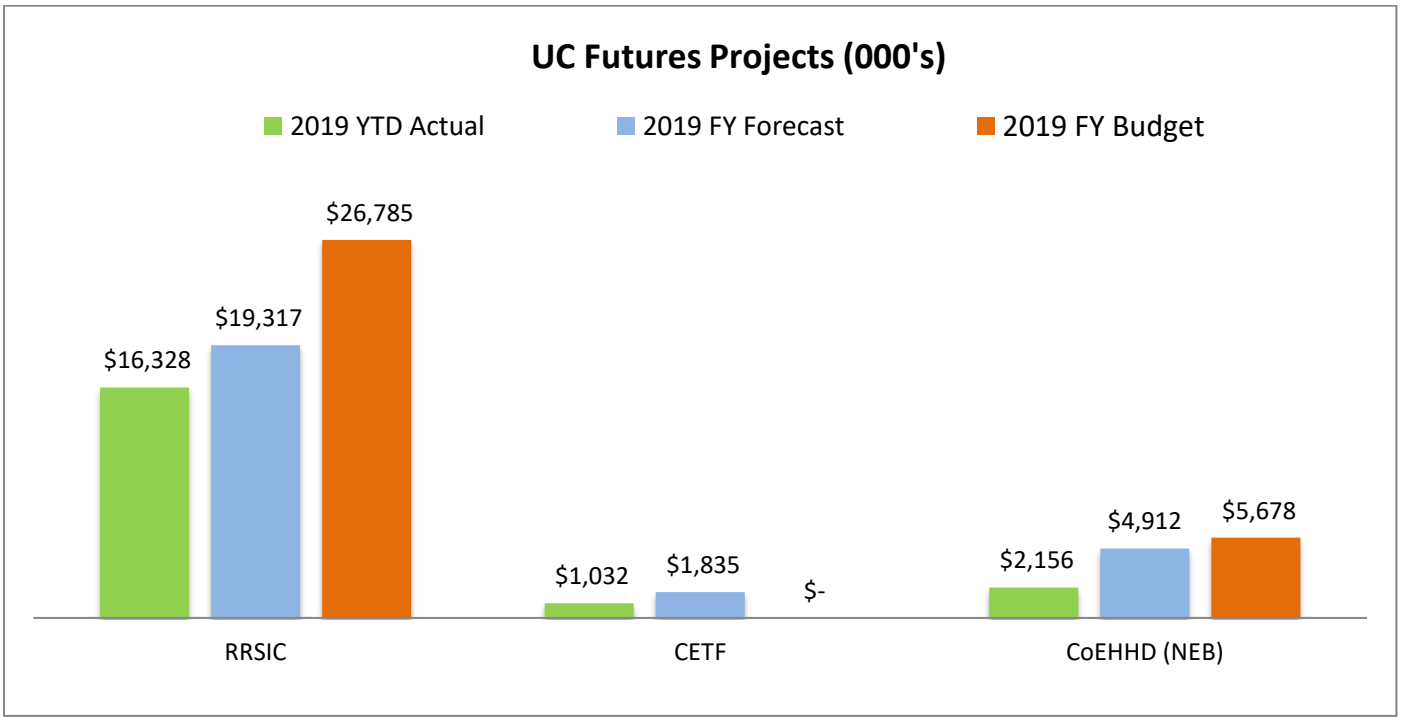
Executive Summary



Overall position – UC Capex

The reconciliation to the 30 September 2019 monthly report is as follows:

Capex	2019 YTD Capex Actual	2019 YTD Capex Budget	YTD Variance	2019 FY Capex Forecast	2019 FY Capex Budget	FY Variance
Other Projects + Minor Capital Works	49,277,425	57,515,981	8,238,555	71,980,390	82,786,842	10,806,452
Colleges + Service Units	4,389,514	6,720,765	2,331,251	8,371,950	8,377,099	5,149
	53,666,939	*64,236,745*	*10,569,806*	*80,352,340*	*91,163,941*	*10,811,601*
UC Futures	19,515,179	31,006,397	11,491,218	26,062,970	32,462,968	6,399,998
TOTAL	**73,182,119**	**95,243,142**	**22,061,023**	**106,415,310**	**123,626,909**	**17,211,599**

** UC Futures includes RRSIC, CETF and Rehua*

Notes:

1. At the end of Quarter 3, the three UC Futures Projects are $11.5M behind YTD budget. The main contribution to this variance is RRSIC $9.0M and Rehua $3.5M behind the YTD budget.
2. Quarter 3 spend on other projects was $8.2M under YTD budget. Some of the projects have not progressed as quickly as was anticipated during 2019 budget cycle. Specifically, programme delays have affected the UCSA Redevelopment, Sport and Recreation Centre, Arts Precinct – Locke & Logie and Clearing the Villages – Wheki projects, and the Student First Programme contractor's cost is one month in arrears. The Ilam Boiler and Te Ao Marama projects are reviewing its options and could now be delayed.
3. Colleges / Services Units capital spend is $2.3M under YTD budget. The majority of the spend normally occurs in the quarter three and four, and the Strategic Research fund is budgeted to be used in the second half of the year, and the final bids were selected in Quarter 3 (High-Mass Mass Spectrometer; Biomolecular NMR Facility and Nanoscribe Photonic Professional GT2). Procurement plans are approved now for GT2, the spend will follow.
4. Minor capital sectors (ITS, Library, Facilities Services and Campus Services) are all confident in achieving annual capital spend budget.

Capital Projects – In flight (excluding UC Futures projects and LTCP Placeholder)

	Capital Projects $000's	Project	2019 YTD Capex	Financial Summary: Cost To Date (Opex+Capex)	Current Total Approved Budget	Forecast Total Cost (Opex+Capex)	Variance (Current Approved - Forecast Total)
Top Projects							
1	Student First Programme	DVSMS	2,644	15,879	21,800	21,700	100
2	UCSA Building	B1785	11,501	30,895	31,889	32,184	(296)
3	Arts Precinct - Locke & Logie	B1989	3,753	5,231	11,948	11,948	-
4	Garden Hall Accommodation	B1998	19,617	21,691	77,735	77,735	-
5	CMP - Sport and Recreation Centre	B1993	993	1,251	56,838	56,838	-
Buildings and Services							
6	UC Wellness Precinct Infrastructure	B1983	123	3,705	3,437	3,852	(415)
7	Clearing the Villages (Ilam, Dovedale and Wheki)	Bvillages	76	1,746	2,572	2,572	0
8	Te Papa Hauora (Health Precinct)	B1982	22	1,466	1,611	1,469	141
9	Increased accommodation capacity for College of Engineering PG's	B1919	47	60	79	79	-
10	CWRK GS25 Ilam Boiler - Low Carbon Energy Strategy	B1922	63	176	5,510	15,000	(9,490)
11	CWRK UN00 Ilam Building Assessment - Low Carbon Energy Strategy	B1923	(4)	51	110	110	-
12	CWRK GS41 Dovedale Boiler - Low Carbon Energy Strategy	B1924	(6)	11	4,590	11	4,579
13	New Teaching Spaces	B1994	(49)	1,055	1,365	1,365	-
14	CWRK UN00 Product Design School Growth	B1997	531	1,072	1,500	1,467	32
15	Business & Law Expansion – Short Term	B1969	78	126	151	157	(6)
16	Campus Wide Enhance & Humanise the campus (JOAB)	B2176	-	40	540	440	100
Technology and Business							
17	Storage Enhancement	L0274	535	3,807	4,824	3,911	913
18	Identity Access Management (Stage 2) - IAM	L0275	915	2,409	3,268	2,943	324
19	Windows 10 and Office 2016 upgrade	L0279	166	705	776	775	1
20	Research Computer Cluster	L0272	103	676	-	676	(676)
21	Academic Workload Solution Implementation	L0282	-	7	-	505	(505)
22	Hazardous Substance Remediation	L0297	-	49	-	592	(592)
23	Horizon Replacement Project	L0298	-	9	-	1,197	(1,197)
24	Office365 - Full Implementation Phase 1	L0303	-	4	-	1,317	(1,317)
25	Digital Payment Solutions	L0305	132	232	1,394	1,394	-
26	eLearning Programme	eLearning	-	-	971	-	971
	Total Open Projects		**41,333**	**93,060**	**232,905**	**240,944**	**(8,039)**
Minor Capital							
	Library - Information Resources	LIBS	3,033	3,033	3,727	4,000	(274)
	Library - Others	LIBA	77	77	79	79	-
	Facilities Services - Minor Capital	ENGS	1,624	1,624	1,731	1,938	(207)
	ITS - Equipment	ITS	1,046	1,046	3,060	3,060	-
	ITS - AV	ITS-AV	280	280	810	810	-
	Campus Services	CMPS	587	587	579	579	-
	Finance Services - RPA	FNCE	222	222	-	722	(722)
	DVC Strategic Research	DVC-Res	-	-	1,500	1,500	-
	College / Unit Minor Capex (Including Teaching & Research Equip)	BAU Col	4,390	4,390	8,352	8,372	(20)
	Total Minor Capital		**11,259**	**11,259**	**19,838**	**21,061**	**(1,223)**
Closed Projects							
	Co-location of Communication Disorders	B1970	500	2,715	1,342	754	588
	Connon Hall	B1995	444	1,402	703	444	259
	TOTAL		**53,667**	**108,436**	**254,788**	**263,204**	**(8,415)**

KPI - Traffic Light
Green - Below Current Total Approved Budget
Amber: Within 5% of Current Total Approved Budget
Red: 5% + above Current Total Approved Budget
Purple: Business Case to be submitted

5 Year Forecast

Capital Projects $000's		Total Forecast (Opex + Capex)						
		Prior Years	2019	2020	2021	2022	2023	Total
Top Projects								
1	Student First Programme	11,821	5,901	3,979	-	-	-	21,700
2	UCSA Building	19,394	12,774	17	-	-	-	32,184
3	Arts Precinct - Locke & Logie	987	7,139	3,821	-	-	-	11,948
4	Garden Hall Accommodation	1,974	32,529	42,560	672	-	-	77,735
5	CMP - Sport and Recreation Centre	251	1,545	6,370	33,957	10,271	4,444	56,838
Buildings and Services								
6	UC Wellness Precinct Infrastructure	3,582	215	-	-	-	-	3,797
7	Clearing the Villages (Ilam, Dovedale and Wheki)	1,641	931	-	-	-	-	2,572
8	Te Papa Hauora (Health Precinct)	1,441	28	-	-	-	-	1,469
9	Increased accommodation capacity for College of Engineering PG's	-	79	-	-	-	-	79
10	CWRK GS25 Ilam Boiler - Low Carbon Energy Strategy	17	319	5,000	9,664	-	-	15,000
11	CWRK UN00 Ilam Building Assessment - Low Carbon Energy Strategy	4	70	36	-	-	-	110
12	CWRK GS41 Dovedale Boiler - Low Carbon Energy Strategy	17	(6)	-	-	-	-	11
13	New Teaching Spaces	1,101	264	-	-	-	-	1,365
14	CWRK UN00 Product Design School Growth	421	1,046	-	-	-	-	1,467
15	Business & Law Expansion – Short Term	6	151	-	-	-	-	157
16	Campus Wide Enhance & Humanise the campus (JOAB)	40	-	100	100	100	100	440
Technology and Business								
17	Storage Enhancement	3,249	632	30	-	-	-	3,911
18	Identity Access Management (Stage 2) - IAM	1,504	1,419	20	-	-	-	2,943
19	Windows 10 and Office 2016 upgrade	522	243	10	-	-	-	775
20	Research Computer Cluster	573	103	-	-	-	-	676
21	Academic Workload Solution Implementation	5	-	500	-	-	-	505
22	Hazardous Substance Remediation	-	49	542	-	-	-	592
23	Horizon Replacement Project	-	11	1,159	28	-	-	1,197
24	Office365 - Full Implementation Phase 1	-	47	1,266	4	-	-	1,317
25	Digital Payment Solutions	-	803	591	-	-	-	1,394
26	eLearning Programme	-	-	-	1,942	1,942	971	4,854
	Total Open Projects	**49,163**	**66,384**	**66,000**	**46,368**	**12,313**	**5,515**	**245,743**
Minor Capital								
	Library - Information Resources	17,889	4,000	4,450	4,734	4,995	5,318	41,386
	Library - Others	-	79	87	203	155	183	707
	Facilities Services - Minor Capital	20,087	1,938	9,406	11,016	11,236	11,461	65,144
	ITS - Equipment	10,986	3,060	3,781	8,878	6,813	4,200	37,718
	ITS - AV	-	810	1,453	1,512	2,105	2,350	8,231
	Campus Services	2,835	579	593	647	697	607	5,958
	Finance Services - RPA	273	722	547	183	-	-	1,725
	DVC Strategic Research	-	1,500	2,000	2,000	2,000	2,000	9,500
	College / Unit Minor Capex (Including Teaching & Research Equip)	6,348	8,372	11,238	11,293	12,064	10,566	59,882
	Total Minor Capital	**59,995**	**21,061**	**33,555**	**40,465**	**40,066**	**36,685**	**231,827**
	TOTAL	**109,158**	**87,445**	**99,555**	**86,833**	**52,379**	**42,200**	**477,570**

The majority of opex included in 2019 relates to the Student First programme.

UC Futures

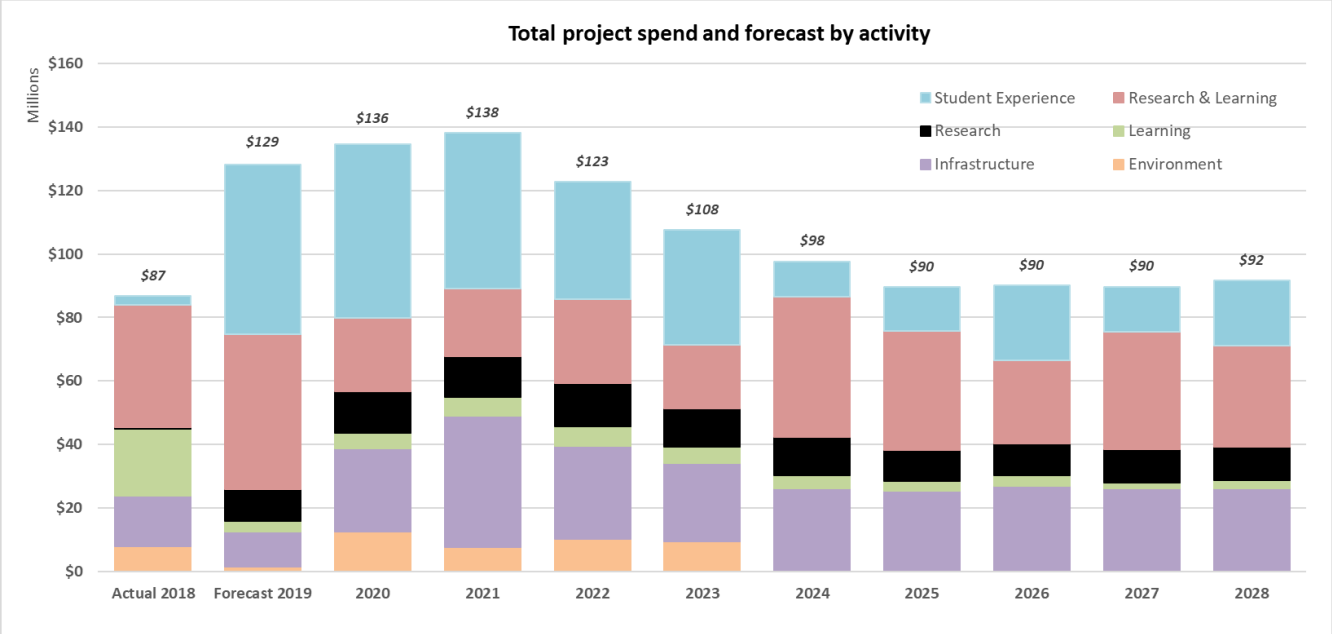
The UC Futures projects' budgets in the table below reflect the latest approved budget.

Capital Projects $000's	2019 YTD Capex	UC Futures Projects Financial Summary				
		Project Cost To Date	Current Total Approved Budget	Original Approved Budget	Variance (current approved - original BC)	Variance % a
RRSIC						
Rutherford Regional Science and Innovation Centre	16,328	212,843	219,700	212,500	7,200	3%
CETF						
Canterbury Engineering the Future	1,032	162,647	163,500	142,800	20,700	14%
Rehua						
College of Education, Health and Human Development Relocation Project	2,156	74,287	82,614	55,000	27,614	50%
Total UC Futures	**19,515**	**449,778**	**465,814**	**410,300**	**55,514**	

Capital Projects $000's	2019 YTD Capex	UC Futures Projects Financial Summary				
		Project Cost To Date	Current Total Approved Budget	Forecast Total Cost	Variance (current approved - forecast total)	Variance % b
RRSIC						
Rutherford Regional Science and Innovation Centre	16,328	212,843	219,700	219,700	-	0%
CETF						
Canterbury Engineering the Future	1,032	162,647	163,500	163,500	-	0%
Rehua						
College of Education, Health and Human Development Relocation Project	2,156	74,287	82,614	82,173	440	1%
Total UC Futures	**19,515**	**449,778**	**465,814**	**465,373**	**440**	

The final account for Rehua from Hawkins (Downer) is yet to be received. The forecast is the University's 'main estimate' but a worst case scenario puts the forecast cost $5.4 million higher.

Summary of current project forecast spend

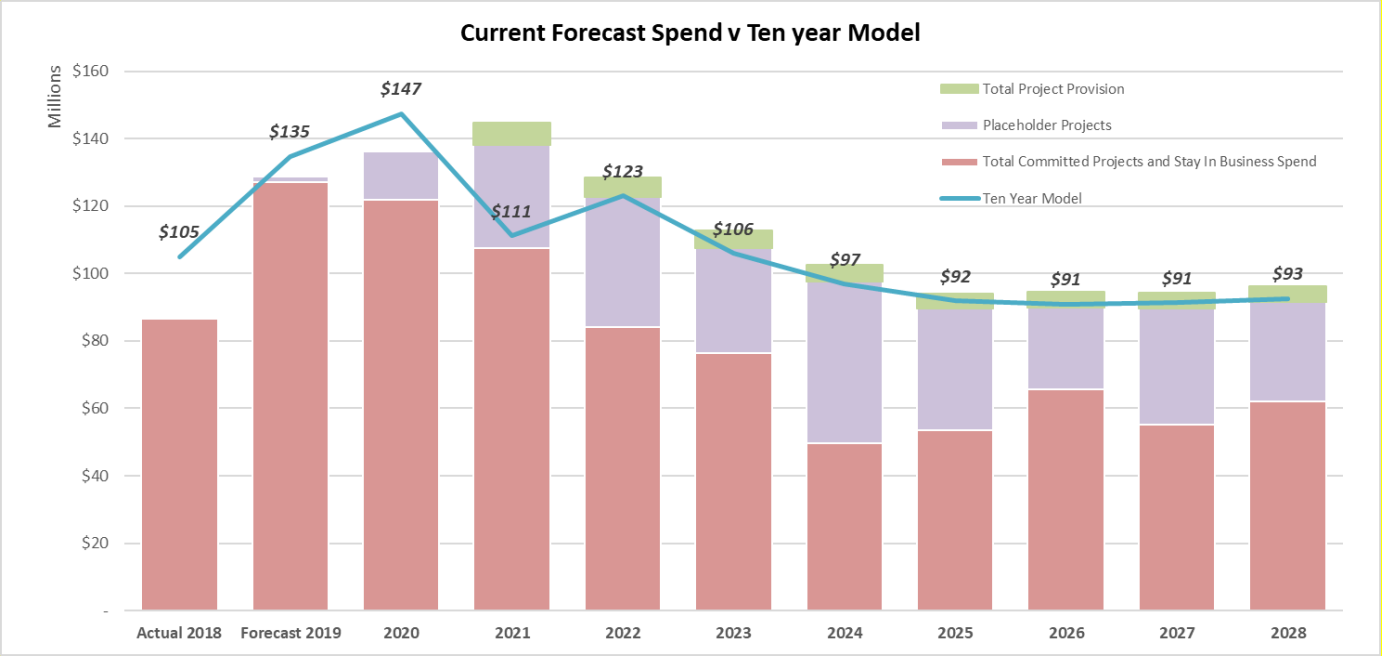


The graph above outlines the forecast capital project spend by activity from 2018 to 2028. Actuals for 2018 and the current year forecast have been included for comparison purposes. Forecasts from 2020 to 2028 are based on the current version of the Long Term Capital Plan (v2019.8), which has some items in excess of the reported forecast for planning and modelling purposes.

LTCP Category	2019 Forecast
Inflight Other Project Forecast	93,576,615
UC Futures Project Forecast	32,421,716
Placeholder for LTCP	2,850,529
TOTAL	**128,848,860**

The activity categories used in the above graph are:

Category name	Description	Example projects included
Student Experience	These are projects that affect the student experience. It includes all 'student-facing' IT projects, as well as accommodation projects.	• Student First Programme • UCSA Building project • Recreation Centre
Research & Learning	These are projects that affect both research and learning. Generally, buildings that include research and learning activities are included.	• All UC Futures projects (CETF, RRSIC, Rehua) • Arts Precinct – Locke & Logie • Library
Research	These are projects that primarily affect research activities.	• Research Computer Cluster
Learning	These are projects that primarily affect learning activities.	• eLearning programme • Warehouse conversion lecture theatre
Infrastructure	These are infrastructure projects; these include IT and non-IT infrastructure.	• Fire main upgrade • Identity and Access Management • Data storage
Environment	These are projects that affect the natural environment; these include restoration projects and campus masterplan projects.	• Education Gym demolition • Campus Master Plan projects – plaza, river bridge, etc.



The graph above outlines the current forecast spend, as outlined in the Long Term Capital Plan, as compared to the amount allocated in the Ten Year Model for capital projects. Actual project spend (capital and operational expenditure) in 2018 and current year forecast is included in the graph for comparison purposes.

Post Implementation Reviews

The following projects are being proposed for review as part of the 2019 PIR Plan.

Project code	Description	Actual end date	Total budget approved ($000)
B1857	Electrical Link +Recladding	Jul 2017	5,491
B1846	Arts Centre	May 2017	4,551
L0180	Skype for Business	Dec 2017	1,584
B1984	Dovedale accommodation (Sonoda extension)	Feb 2018	10,253
B1982	Te Papa Hauora	Jul 2018	1,611

Note: The RRSIC PIR will be scheduled at the end of Stage 2.

COVER SHEET

To:	**Ki:**	UC Council
From:	**Nā:**	Lynn McClelland
Date:	**Rā:**	20 November 2019
Subject:	**Kaupapa:**	Proposed Approach to Naming of Garden Hall

Recommendation:

That UC Council accept the gift of Ngāi Tūāhuriri of the name "Tupuānuku" for the new Garden Hall accommodation building.

Purpose:

This paper proposes the name "Tupuānuku", gifted by Ngāi Tūāhuriri for Garden Hall.

Executive Summary:

The Detailed business case for Garden Hall was approved at August Council and the Implementation case was approved in November 2018. The design and construction of the new facility is now under way, with a completion date of December 2020.
Marketing for the Garden Hall will commence in Q1, 2020 with the Accommodation Guide sent to all domestic high schools and through Liaison visits & information evenings around the country.
The name "Garden Hall" was chosen as a place saver for the final name of the building.

Key Points/Strategic fit:

Financial implications: None

Attachments:
1. Memo

Documents on Sharepoint for information:

Paper Progress:

To:	Date:	Decision:
PFRC/RAC		
SMT	12 November 2019	
FPRC/ARC	18 November 2019	
COUNCIL	27 November 2019	

Memorandum

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	UC Council
From:	Lynn McClelland
Date:	20 November 2019
Subject:	Proposed Name for Garden Hall

Recommendation

That Finance Planning and Resources Committee accept the gift of Ngāi Tūāhuriri of the name "Tupuānuku" for the new Garden Hall accommodation building.

Purpose

This paper proposes the name "Tupuānuku", gifted by Ngāi Tūāhuriri for Garden Hall.

Background

The Detailed business case for Garden Hall was approved at August Council and the Implementation case was approved in November 2018. The design and construction of the new facility is now under way, with a completion date of December 2020.

Marketing for the Garden Hall will commence in Q1, 2020 with the Accommodation Guide sent to all domestic high schools and through Liaison visits & information evenings around the country. The name "Garden Hall" was chosen as a place saver for the final name of the building.

Naming of Buildings

Following the earthquakes and during the rebuild UC Council adopted a Naming Policy which has provided for a more diverse range of building names on campus to reflect a sense of place for students, including names gifted by mana whenua. UC has been fortunate to be gifted celestial names by Ngāi Tūāhuriri associated with the Matariki stars, namely Matariki, Rehua, Meremere and Puaka- James Hight. Most recently Haere- Roa which is linked to the Ōtākaro Avon River, was added, linking to a location and the journey of mana whenua.

More generally it is timely to review the Naming Policy and this will be done in early 2020. However, there is a more pressing need to name Garden Hall.

No major accommodation building currently has a Māori name nor much in the way of cultural narrative. Garden Hall will change fundamentally the expression of biculturalism in UC accommodation.

Cultural Narrative

During the design process the design team have been engaging with mana whenua to provide a tailored cultural design document. The guiding statement is "*this cultural design guide is provided to assist with the consideration of the cultural design elements of the new accommodation facility. It strives to create a design aesthetic that tells the story of this land in a relevant way and provides an invitation for the creation of a welcoming, culturally appropriate environment for the student community*"

The design concepts in the plan have been embedded into the building design. Where feasible and affordable, guiding principles such as the entrance to the building being representative of a whare nui are incorporated into the design.

Garden Hall naming

The hall is located adjacent to the Ōtākaro Avon River and the historic heritage gardens. The name selected by Te Maire Tau as Ūpoko of Ngāi Tūāhuriri, represents the location and use of the land by Ngāi Tūāhuriri and is an extension of the celestial bodies that already link the land and buildings on the Ilam campus.

Tupuānuku

Associated with Matariki, Tupuānuku is the star associated with food, resources harvested from the soil and the creatures found on the forest floor. As such it is a very appropriate name for Garden Hall.

Recommendation

That UC Council accept the gift of Ngāi Tūāhuriri of the name "Tupuānuku" for the new Garden Hall accommodation building.

Lynn McClelland
Executive Director, SSAC

Cover sheet

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	Ki:	University Council
From:	Nā:	Professor Ian Wright, Deputy Vice-Chancellor
Date:	Rā:	18 November 2019
Subject:	Kaupapa:	**Academic Board report**

Recommendations:

1) ***that the Council consider the revised request that the University join the Scholars at Risk network and***
2) ***that the Council notes the report of the Academic Board.***

Purpose:
To seek approval of the request to join the Scholars at Risk network and advise Council on the Academic Board proceedings at its November meeting.

Executive Summary:

The Board considered various items including the Vice-Chancellor's observations of Academic Board processes and a revised proposal for UC to join the Scholars at Risk network.

Key Points/Strategic fit:

Scholars at Risk is an international network of institutions and individuals whose mission is to protect scholars and promote academic freedom. This is in line with the Strategic goal of strengthening its global partnerships, enhancing the internationalisation of the curriculum and student experience and aligns with UC's Critic and Conscience and Academic Freedom policy.

Financial implications:

$7,700 per annum at the maximum level, although a lower option is available.

Attachments:
- **Scholars at risk paper**
- **Academic Board report**

Full papers commences overleaf.

Paper Progress:

To:	Date:	Decision:
PFRC/RAC	N/A	
SMT	N/A	
FPRC/ARC	N/A	
COUNCIL	November 2019	Pending

Scholars at Risk Network: Submission in response to UC Council's request for further information and development

Colleagues of Academic Board (AB):

In our August, 2019, AB meeting, we passed a motion recommending to UC Council that the University of Canterbury subscribe to the Scholars At Risk Network, an international scholarly network committed to, "protecting scholars and the freedom to think, question, and share ideas." (https://www.scholarsatrisk.org/about/)

UC Council noted AB's recommendation in Council's August, 2019, meeting. Council's note indicated that Council felt, "the proposal lacked sufficient detail to be considered by Council," and referred the proposal back to AB for further development in regards to: 1) the network's vision, aspirations and operations; 2) the potential benefits and opportunities that would arise if UC were to join the network; 3) the resource implications of both being a member and what potential circumstances could UC host or not host an at risk scholar.

This submission is in response to Council's request for further development and information.

We would first like to thank both AB for passing the motion and Council for its constructive feedback and consideration. We have organised this response around the three specific areas in which Council requested further development.

1. The Scholars At Risk Network.

The organisation Scholars At Risk (https://www.scholarsatrisk.org/about/) is an "international network of institutions and individuals ***whose mission it is to protect scholars and promote academic freedom.***" Key facts:

- started ati Chicago in 1990
- > 300 global scholars supported per year
- 11 Australian university members
- Notable members include Stanford, Harvard, Oxford, Cambridge, UCL, ICL
- **zero** New Zealand university members
- > 400 members from 39 countries

Membership of the SAR Network would provide UC with opportunities to demonstrate its commitment to academic freedom. The two core actions members take are to: 1) designate a SAR representative; and 2) to contribute an annual subscription.

Members also have the opportunity to: i) elect to host one or more threatened scholar(s) for < 1 year; and ii) refer scholar(s) to the SAR network. SAR itself provides advice, assitance and transitional support to threatened scholars and their host/member institutions.

2. Benefits to UC

UC membership in the SAR Network would be consistent with our Academic Strategy to make an international impact through our commitment to scholarship and scholars. As expressed in the UC Critic and Conscience and Academic Freedom Policy: "The purpose of this policy is to…***ensure that the exercise of academic freedom is a routine experience of scholarship and communication, so that it is exercised without fear of discrimination or disadvantage of any kind, and it is preserved and enhanced***."

The strongest benefits to the University of Canterbury include: i) providing pathways to implement elements of its new strategic plan; 2) demonstrating leadership by taking action to support threatened scholars; and 3) fulfilling aspects of its role in contributing to the protection of academic freedom. As a SAR Network member, we demonstrate to our students that we walk the talk of our Graduate Profile as globally aware and engaged with our community of scholars.

Empowering scholars everywhere and promoting 'free2think' campuses are key elements of SAR's commitment to learning. Specifically, the SAR Network, "convenes faculty, students and higher education community members to discuss global and regional academic freedom climates and to develop solutions that strengthen the university space."

Other benefits to UC include a variety of activities coordinated by SAR. For example, the Vivian G. Prins Scholars at Risk Speaker Series supports scholars to speak on member campuses, the Student Advocacy Seminars provide member-university students with an opportunity to build their advocacy and leadership skills with outlets through the Academic Freedom Monitoring Project. For further details, please refer to the vast resources and documents accessible through: https://www.scholarsatrisk.org/bytype/resources/.

3. Resource Implications

There are two levels of membership in the Scholars at Risk network, the Sustaining Member and Contributing Member levels (https://www.scholarsatrisk.org/membership-subscriptions/). Sustaining member institutions benefit from the full rights and privileges of membership and the subscription fee, "reflects the costs of SAR services to scholars and institutions." Sustaining members also receive two free early bird registrations to Scholars at Risk biennial Congress: Truth, Power and Society: The Promise of Higher Education in Challenging Times. The less distinctive Contributing Membership level is provided by SAR as option for partner institutions, "where the sustaining contribution would be too high a burden." Given UC's relatively strong current financial position, the Sustaining Membership level, and the benefits it affords, is the appropriate option for UC to consider.

Sustaining Membership **US $5,000 (~$7,700NZ)**
"This membership subscription reflects the costs of SAR services to scholars and institutions. Scholars at Risk *Sustaining Members* receive the full rights and opportunities of membership and will be recognized in the SAR website, events, and communications."

Once a member of the network, UC *may* also host threatened scholars identified by either UC or SAR (https://www.scholarsatrisk.org/actions/host-a-scholar/). Hosting is generally a commitment of approximately 9-12 months but can be for as short as three months. The minimum commitment is similar in scale to our practice of hosting visiting Erskine or Canterbury scholars. Membership *in no way binds* UC to be a host *nor accept* a recommendation from SAR for any particular threatened scholar.

SAR does not estimate the cost of hosting threatened scholars. However, they publish a "how to" manual to assist institutions with ambitions to host (https://www.scholarsatrisk.org/wp-content/uploads/2016/04/How_to_Host.pdf). SAR also provides *access to funding* to which hosting institutions may apply. SAR provides further assistance and advice with immigration matters. With respect to visas, "most SAR scholars apply for international exchange visas; others may seek refugee status or asylum, or may already have an existing status that will allow them to work abroad. The particular circumstances of each scholar vary." (SAR, "how to host, 2019)

This report prepared by:Jack Heinemann and Travis Horton 30 October 2019

TE POARI AKORANGA | ACADEMIC BOARD

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

RECOMMENDATIONS TO THE COUNCIL
FROM A MEETING OF THE ACADEMIC BOARD
HELD ON FRIDAY 8 NOVEMBER 2019

BUSINESS FROM THE CHAIR

The Chair:

- Associate Professor Ben Kennedy and Dr Jonathan Davidson, from the School of Earth and Environment for reaching the shortlist for the global QS Reimagine Education awards, with both due to present their projects in London in December;
- Professor Geoff Rodgers and Distinguished Professor Geoff Chase for their joint award of the UC Innovation medal;
- the staff involved with the excellent recent Marsden results – 12 proposals were successful, making 2019 the most successful year for UC since 2010.

REPORT FROM THE VICE-CHANCELLOR

The Vice-Chancellor:

- noted that the circumstances surrounding the death of student Mason Pendrous have been her priority. Three investigations are underway, with an announcement made earlier in the day that the Hon Kit Toogood had requested a two week extension to the release date of his report, which is now due at the end of November when she would be making further public comments.
- acknowledged the achievements of UC alumni and of Sir Tipene O'Regan, retired Assistant Vice-Chancellor Māori, who had been made an honorary Companion of the Royal Society of New Zealand.
- thanked Robyn Nuthall for her contributions to UC Futures which had reached a significant milestone with the official opening of the Beatrice Tinsley Building marking the end of the project. The next Vice-Chancellor's forum would celebrate the end of this phase and the transition into the new academic strategy, with the Chancellor and members of Council also invited.
- confirmed that Council endorsed the high level actions from the academic strategy. Discussions were now underway on the feasibility of implementing the actions including timescales, prioritising and financing. She had been pleased with the participatory process to date, including the involvement of 400 staff in two strategy presentations in mid-October. She had recently attended the relaunch of the MBA at Tūranga in the city. She commended the Business School on the well-attended event which tied closely with the themes in the strategy including UC as an Engaged University;
- reported that although it was early in the cycle, indications for enrolments in 2020 are looking positive.

- highlighted that the Children's University at UC is reaching an important milestone with its first graduation ceremony to take place in the Town Hall later in the month. The Lord Mayor of Adelaide would be one of the guests who will also visit UC;
- said that she had recently visited Rangiora High School and had again been struck that future UC students would be coming from a sector where the use of technology in all work including assignments was an expectation and UC needed to ensure its thinking was aligned with this.
- Noted the recent visit by Liberty Oberlander from the Association of Commonwealth Universities (ACU). UC has been a member of ACU for many years but has not actively participated and there were significant opportunities for more involvement with international networks and to communicate and connect with others. Ms Alex Hanlon and Professor Jan Evans-Freeman who had been working on the Sustainability section of the Academic Strategy had submitted a foreword to an ACU newsletter which would have a global reach.

Questions and comments from the floor included:

- Would the Cloud digital transformation strategy be more widely shared and what did it include? The Vice-Chancellor confirmed that a presentation had been made to members of SMT and that Colleges would be involved next and that the intention was to include material which was not yet on the Cloud.
- The Beatrice Tinsley building was exciting not just for Science staff, but also for those in Education involved with the Secondary Science and Technology courses as these were also using the new space.
- There were still some issues with the Ernest Rutherford building but these were being addressed by the Acting Pro-Vice-Chancellor Science and the Learning Resources team.

REPORT FROM THE UCSA

Ms McNoe reported that:

- she had attended the academic strategy launch at the Beehive in Wellington alongside Sam Brosnahan, the Chancellor and Vice-Chancellor which had been a privilege.

- UCSA has gathered feedback from the 2019 class reps which will be disseminated and that further improvements will be in place for next year.

- UCSA staff member Sarah Davidson had been asked to speak at the Student Voice summit in Wellington later in the month, following the UCSA submission to the Ministry of Education as her work in providing continuity and briefing was seen as best practice.

The Vice-Chancellor acknowledged the high quality of leadership in the UCSA, which had become particularly clear to her following the events of March 15th. She commended the contribution Ms McNoe had made during the event at the Beehive in which she had shared her personal journey which was particularly special as the strategy had students at its core.

OBSERVATIONS OF ACADEMIC BOARD PROCESSES

The Vice-Chancellor said that the Academic Board Review working group had asked her to share her views on the role of the Academic Board. The Chair of the group, Associate Professor Mackey gave a brief background to the request.

The Vice-Chancellor gave a broad overview on the history of university governance. Her background has been in a system framed by the British Commonwealth with a traditional bicameral system of governance with Council having a defined set of responsibilities many of which may be delegated to Academic Board. At her previous universities in Cape Town and

Pretoria delegations of academic responsibilities had been made to the Academic Board – or Senate as it was known, but Council continued to ratify decisions. Under this system, the Academic Board is seen as the apex academic body which has responsibility for the overall direction of academic affairs, planning, policies and strategy including quality, research integrity and ethics. Every Academic Board has standing sub-committees such as Teaching and Learning or Education, Research, Ethics, Assessment and Examinations and Faculty/College Boards, with these committees mirrored at College level. She said it had been important to her that conversations around the academic strategy had started at the Academic Board and not at Council to reflect the Academic Board's role as the apex body for academic matters.

She felt that Academic Board membership should reflect the whole university and be made up of mostly academic staff but with some relevant professional staff for example the University Librarian. The Vice-Chancellor was always a member of the Board alongside Deputy Vice-Chancellors with academic responsibilities who would be at Associate Professor-level at least. Other staff might be invited to attend on request. The key managers need to be in the room, but senior academics represent the academic voice.

After World War II with the massification of university education, the bicameral system had been superseded by a tripartite system involving the Council, Academic Board and an Executive Management who were appointed by Council. This had led to new tensions which had meant it was harder to have constructive relationships. The New Zealand Education Act requires universities to have a Council and an Academic Board and the Academic Board's role is to advise Council. In her previous role, the Vice-Chancellor connected Academic Board and Council and the Executive Management and had chaired the Academic Board. She said that the Vice-Chancellor needed the ability to discern the difference between departmental agendas and the interests of the wider university which should be the focus for the Academic Board which came under particularly sharp focus at times of budget cuts.

She said that Academic Board should be the place for collegial debate and consensus where voting would not normally be required and that decisions should be respected after due debate. Communication is key to its success, and she noted that since she had arrived at UC only a handful of staff seemed to speak at meetings. She would prefer to hear more from members. The size of the membership was not necessarily an issue provided everyone felt empowered to speak. She had expected more robust debate but found that the present format led instead to reporting and that she saw the need for culture change. New members should be inducted to ensure they understand why they are attending and how they can participate. She also said that she felt that the Board was mostly made up of management (including Heads of School/Department) which was not ideal. In South Africa she had chaired the Academic Board, but she had no clear feeling that the Vice-Chancellor must chair the meetings and she commended the Deputy Vice-Chancellor for his work as Chair. She noted that the Council and Academic Board delegations are under review. Council members are mostly not academic members and she felt that, as an example, the Academic Board should recognise this by sending Council a summary of recommendations about the Graduating Year Reviews rather than the full reports. She also felt that there should be trust by the Academic Board in its standing sub-committees to resolve business.

The Vice-Chancellor commented that there were many important issues for discussion. For example UC does not have a coherent presence for social sciences. Many important twenty first century knowledge areas such as climate change and sustainability will require such scholarship. She also observed that when she had arrived at UC she had not been clear about the role of the Dean as in South Africa this role was the equivalent of a Pro-Vice-Chancellor at UC, but at UC

Pro-Vice-Chancellors do not have full authority over academic issues. The term Executive Dean might be used for a Pro-Vice-Chancellor as at the University of Auckland, for example.

The Chair thanked the Vice-Chancellor for her presentation and opened up the discussion for members' comments and questions.

Members welcomed the Vice-Chancellor's comments and acknowledged that the Board had conducted better debates in the past. The business had become more managerial, and some of this change coincided with the move from Faculties to Colleges. The role of the Deans had been retained to try to counter the possibility of a managerial culture, but as their role had been designed under a Faculty structure it is less easily understood. Several members spoke about the value of Deans, their large workload and their role in upholding the academic integrity of degrees.

The current set up at the Board does not encourage engagement as it is set up as a sender-receiver environment. It did not always feel a safe environment to raise questions as it sometimes felt that there might be consequences to speaking out, and it had felt as though disagreement was seen as disruption and resistance to senior management decisions. There were suggestions that changing the room layout would be more conducive to better debate.

A member said that there had been a Faculty of Humanities and Social Sciences at UC, but at the time of the establishment of Colleges this had been subsumed into the College of Arts. Students from this area now had less of an identity in UC. Another member observed that the Faculty structure did not suit all disciplines, as some had sat between several Faculties.

The terms of reference for Academic Board should be readdressed as much has changed at UC since the review group started its work and the problems and opportunities with the current structure should be clearly articulated.

There was no obvious forum at present for Heads of School to speak out.

A member asked what the ideal relationship would be for decision taking between the Academic Board and the Executive Management. The Vice-Chancellor replied that the Executive Management should take decisions after due debate and consideration.

A member suggested that the relationship between Academic Board and the Executive Management had been strained in the past due to a lack of communication and advocated for a structured co-design of university strategy between the two.

The Academic Board review group would report back in 2020.

MICRO-CREDENTIALS POLICY

Professor Moran introduced the papers. The policy was intended as a first draft framework to get the process started. It had been considered at the AAC and at SMT and been circulated to Colleges for comment. One issue raised in the feedback was staff workload and the Vice-Chancellor confirmed that this would be addressed. She had been considering financial benefits such as revenue sharing with the department or organisationally having an arrangement where colleagues can pick up particular areas to allow others to concentrate on a particular skill. It was expected that proposals for micro-credentials would go through the normal College approval processes in the first instance.

A member asked whether the composition of the proposed Board of Studies comprised of the AAC which was not appointed by the Academic Board and whether it would be better to broaden the membership. Professor Moran answered that members are Deans or their nominees as they were the logical point for starting up in this area as they have academic oversight of qualifications. Others commented that they were happy with the membership as proposed.

OPEN ACCESS PUBLISHING

Ms Scott introduced the paper which she said marked the culmination of two projects, the Council of New Zealand University Librarians (CONZUL) project on Open Access (OA) publishing and UC's own internal project on increasing the impact of UC research. She said that an Ithaka survey had found that over 87% of academics are in favour of open access, but how this is done and what incentives could be in place are to be decided. Work at UC has shown that green OA could result in a 129% citation advantage, where gold OA would be an increase but of a much smaller percentage. The benefits of green access include more media mentions, further community engagement and twice the number of references in policy documents. As UC considers teaching MOOCs, open access would be a good resource for information, and would meet expectations that publically funded research is accessible to all.

Questions and comments from the floor included:

- advantages for academics differed across discipline. Some of the literature in economics suggested that the figures around the advantages of citations might be misleading. Ms Scott said that she recognised that not all material is suitable for OA and that the intention was not to enforce OA on staff.

- sometimes work published in OA had different page numbers to those cited elsewhere which could lead to confusion. Ms Scott suggested early contact with Library staff to discuss processes and get practical help.

SCHOLARS AT RISK

The Board's proposal to Council in August that UC subscribes to the Scholars at Risk network was referred back with a request for further detail which was now provided. The Chair noted that joining Scholars at Risk would align well with the Academic Strategy goal of becoming a more engaged and globally networked university. The Vice-Chancellor suggested that the costs of the different range of membership options should be described more fully for Council members which the proposer Associate Professor Horton agreed he would address.