
EMBARGOED UNTIL 4pm WEDNESDAY 30 NOVEMBER 2016

Agenda

Date **Wednesday 30 November 2016**

Time 3.00pm

Venue Council Chamber, Matariki

Refer to
Page No.

1. APOLOGIES: Catherine Drayton, Tony Hall, Bruce Gemmell
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 (26 October 2016) 1-7
4. MATTERS ARISING
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 - 4.2 Parking Statute Revision 9-14
 - 4.3 Canterbury Museum Trust Board Membership 15
 - 4.4 Submission to Productivity Commission
5. FROM THE CHANCELLOR
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 - 5.2 2016 Council Evaluation
 - 5.3 2016 Council Work Plan (to be tabled)
6. FROM THE VICE-CHANCELLOR
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 - 7.3 Philanthropic Trust Deed Update 75-86
 - 7.4 Campus Master Plan 87
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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
6.1	Emeritus Professor Appointment	To protect the privacy of natural persons, including that of deceased natural persons	7(a)
6.2	Letter from the Minister	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
7.1	Risk Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To avoid prejudice to measures protecting the health or safety of members of the public.	7(f)(i) 7(d)
8.1	2017 Budget	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.2	UC Futures	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.3	Wellness Precinct Infrastructure Business Case	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.4	Financial Forecast Report	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)

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

10. REPORT FROM THE PUBLIC EXCLUDED SESSION

11. GENERAL BUSINESS

13. NEXT MEETING –Wednesday 25 January 2017

COUNCIL

Minutes

Date	Wednesday 26 October 2016
Time	4.00pm
Venue	Council Chamber, Level 6 Matariki
Present	Dr John Wood (Chancellor), Ms Sue McCormack (Pro-Chancellor), Dr Rod Carr (Vice-Chancellor), Mr James Addington, Mr Peter Ballantyne, Ms Catherine Drayton, Mr Malcolm Peterson Scott, Mr Shayne Te Aika, Professor Roger Nokes, Mr Warren Poh.
Apologies	Mr Tony Hall, Mr Bruce Gemmell
In Attendance	Mr Jeff Field, Registrar and University Council Secretary Mr Bruce White, Deputy Registrar Dr Hamish Cochrane, DVC (Academic) Professor Ian Wright, DVC (Research and Innovation) Ms Alex Hanlon, Executive Director, Learning Resources Mr Keith Longden, Chief Financial Officer Dr Andrew Bainbridge-Smith, Head of Academic Services Ms Robyn Nuthall, UC Futures Programme Manager Mrs Raewyn Crowther, University Council Co-ordinator
CONFLICTS OF INTEREST	Mr Hall and Mr Gemmell had taken a leave of absence and were no longer attending UC Council meetings due to a conflict of interest regarding the strategic review of Lincoln University.
MINUTES	The minutes of the meeting held on 28 September 2016 were approved and signed as a correct record.
MATTERS ARISING	Faculty/College Merger Implementation Plan Dr Cochrane, DVC (Academic), reported that work continued to bring about the unification of faculties and colleges and that legal advice had been received that confirmed that there were no statutory requirements that would impact on the unification apart from the NZ Council of Legal Education, which had been dealt with.
FROM THE CHANCELLOR	A set of revised and tabled papers were provided to members: Tabled: <ul style="list-style-type: none"> • Work plan

Revised:

- Audit & Risk and FPRC resolutions

UCSA Building Business Case

Chancellor's Meetings

The schedule of meetings was noted.

Council Work Plan 2016

An updated copy of the Work Plan was tabled and Mr Field said no significant changes that had been made to the document.

Correspondence

Council agreed that the Chancellor write to the family of the student who had recently sustained life-changing injuries, expressing the sympathy and support of Council.

FROM THE VICE- CHANCELLOR

Monthly Report

The report was taken as read, with the Vice-Chancellor noting that the table of enrolment figures would be provided throughout the enrolment period for information. At week four it was pleasing to note that:

- New to UC domestic applications to enrol were up 13% on 2015
- New to UC full fee paying applications to enrol were up 20% on 2015
- Halls of Residence were already oversubscribed
- It was acknowledged that not all applications result in enrolments.

The Vice-Chancellor also noted that:

- The Universities New Zealand (UNZ) submission to the Productivity Commission had been drafted and would be made available to Council members.
- ICT Graduate School documentation had been signed and establishment funding of \$1M received by UC.
- Professor Paul Ballantine had been appointed Head of School of Business and Economics
- Dr Carr had been appointed Chair of the UNZ International Committee.

In discussion it was noted that:

- The lowering of the language standard for international student entry had aligned UC with other universities. Data across all universities had shown that there was no specific correlation between this level of language ability and percentage success rates. Students in this lower band would be tracked and receive twice yearly GPA reviews to monitor their performance.
- Success with research funding was noted.

Moved

That: The Vice Chancellor's Report be received.

Carried

UC Response to the Productivity Commission’s Draft Report of Tertiary Education

Professor Ian Wright presented the paper noting that this matter had been discussed by the Academic Board which had recommended that UC make an individual submission to the Productivity Commission.

In discussion it was noted that:

- The draft report of the Productivity Commission posed risks to all universities which were addressed in the submission from the UNZ Vice-Chancellors group
- UC was facing unique circumstances and would have a different perspective to offer which would merit making a separate submission
- Education vouchers and interest on student loans had been mooted in the draft but had already been rejected by all political parties, therefore price controls would remain. The Productivity Commission would therefore be faced with unbundling its reform suggestions in light of this.
- There was some overlap with the Education Amendment Bill before the House: for instance, the use of the term “university” will be covered by the Bill regardless of the Productivity Commission views.
- The Chancellor had led a Chancellors’ Group delegation to the Productivity Commission. Chancellors saw value in the Commission independently raising issues despite them having been ruled out politically. The Chancellors accepted the value of UNZ making recommendations and would be seeking items in the report that could be supported.
- Misuse of the term “university” was already happening.
- The Chancellor had taken exception to the notion in the report that the university system only served *some* New Zealanders well when clearly performance was far better than this.
- A UC submission would need to provide positive input, noting improvement in performance over the past seven years.

Moved

That: UC make an independent institutional submission on the draft report of the Productivity Commission on Tertiary Education.

Carried

The submission would be developed by the VC and SMT based on the Academic Board discussion and informed by the UNZ submission which would be updated and circulated to members. The draft UC submission would be emailed to members for comment on 14 November, for Council input by 16 November. The submission would be lodged by 21 November.

**FROM THE FINANCE,
PLANNING AND
RESOURCES
COMMITTEE**

The Chair of the Finance, Planning and Resources Committee (FPRC), Ms Catherine Drayton, presented the reports from the meeting of FPRC on 17 October 2016.

UC Trust Funds Quarterly Report

Ms Drayton noted that Mr Jonathan Eriksen had attended the FPRC meeting to address the Committee's concerns with investment decisions that had seen UC Trust Funds being invested in activities proscribed in the Statement of Investment Policy and Objectives (SIPO). Mr Eriksen had explained that the usual annual performance review had not taken place and apologised for the non-compliance. In discussion with Mr Eriksen the Committee noted the difficulty of complete compliance given the risk-mitigation measures used by fund managers still exposed UC to non-compliance.

Moved

That: Council:

- i) note the UC Trust Funds Quarterly Report to 30 September 2016*
- ii) note the non-compliance breach and that Eriksens had apologised for not undertaking the annual review process*
- iii) invite Eriksens to a public session of Council to confirm existing investment class exclusions and discuss issues associated with fossil fuel divestment.*

Carried

It was agreed that the fossil fuel divestment petitioners would be invited to the session and that Council, acknowledging the complexity of the issues, could only undertake to do what was in their power to verify.

Financial Report to 30 September 2016

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

Moved

That: Council note the Monthly Financial Report to 30 September 2016.

Carried

**FROM THE AUDIT AND
RISK COMMITTEE**

The Chair of the Audit and Risk Committee, Mr Peter Ballantyne, introduced the items.

Audit Arrangement Letters

A number of letters had been received from Audit New Zealand and a further letter was still to come, detailing the arrangements for the annual audit and the audit programme. Management was still to negotiate the fees proposal letter.

Moved

That:

- i) *Council approve the Chancellor signing the Audit Engagement Letter: and*
- ii) *Council approve the Chancellor signing the audit proposal and audit arrangement letters, following review of the draft letters by management and on the recommendation of the Chair of the Audit and Risk Committee.*

Carried

Audit of Subsidiaries

University subsidiary companies were no longer required to produce individual financial statements or individual annual reports, thereby eliminating the requirement for a separate audit. However circumstances may result in this needing to be reviewed in any particular year. The revised resolution provided to Council in the tabled papers was proposed.

Moved

That: *Council resolve that where the external audit of UC subsidiaries is not legally required, then the audit need not be undertaken.*

Carried

Health and Safety

The quarterly report provided details of achievements and prizes awarded in 2016, the programme for 2017 and an update on legislation.

Moved

That: *Council note the Health and Safety Report.*

Carried

Co-option of Audit and Risk Committee Member

With Mr Bruce Gemmell taking a period of leave from Council duties, there was a need to provide relevant skills on the committee which could be done within the terms of reference by co-option of a member. Mr Shayne Te Aika had demonstrated such skills and had attended an Institute of Directors Audit and Risk programme. Mr Ballantyne was also exploring the possibility of co-option of an external member to the committee.

Moved

That: *Council co-opt Mr Shayne Te Aika as a member of the Audit and Risk Committee, for a term ending on 30 October 2019.*

Carried

FROM THE ACADEMIC BOARD

Academic Board Report

Dr Hamish Cochrane reported on the meeting of the Academic Board noting that the board had discussed:

- Space allocation
- Engineering core readiness
- Graduating Year Reviews
- Standing orders
- Library regulations
- Changes to the core timetable

In discussion further points were raised:

Graduating Year Reviews

These were part of an annual review cycle which provided quality assurance. There appeared to be a growing interest in enrolment numbers which were difficult to predict when new courses were developed.

Timetable changes

A think-piece had been provided to the board based on the issues that would arise with limited teaching space availability during core teaching hours of 9am – 5pm once Kirkwood and Dovedale teaching rooms were no longer available. 9am – 7pm was proposed as it would better meet family needs than 8am – 6pm. It was noted many staff taught outside these hours when necessary.

Moved

That: Council:

- i) Note the Academic Board Report.*
- ii) Approve the Graduating Year Reports (GYRs) endorsed by the Academic Board for forwarding to CUAP.*
- iii) Note the 5-Yearly review of the Master of Business Administration and the Graduate Diploma in Business programmes, and request the One-Year-On review be presented to Council.*

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
7.1	Risk Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To avoid prejudice to measures protecting the health or safety of members of the public.	7(f)(i) 7(d)
8.1	UC Futures	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.2	Implementation Health Precinct Business Case	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.3	UCSA Building Business Case	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.4	High Country Endowment Lands Update	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)

8.5	Financial Forecast Report	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.6	GOG Papers	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	Campus Transport Master Plan and Parking Fees	To enable the protection of such members, officers, employees, and persons from improper pressure or harassment To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(f)(ii) 7(h)
9.1	Draft minutes Audit and Risk 17 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	UC Futures Key Risks	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To avoid prejudice to measures protecting the health or safety of members of the public.	7(f)(i) 7(d)
9.3	Risk Register Review	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To avoid prejudice to measures protecting the health or safety of members of the public.	7(f)(i) 7(d)
9.4	2017 Insurance Renewal	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
10.1	Honorary Degrees	The withholding of information is necessary to protect the privacy of natural persons	2(a)
10.2	Canterbury Museum Trust Board Appointment	The withholding of information is necessary to protect the privacy of natural persons	2(a)
11.1	Strategic Issues	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(f)(i) 7(h)

and that DVCs, the Deputy Registrar, UC Directors, the Head of Academic Services and the Council Co-ordinator be permitted to remain at this meeting because of their knowledge of the various matters being discussed. This knowledge would be of assistance in relation to the matters discussed, and was relevant because of their involvement in the development of the reports to Council on these matters.

Carried

RETURN TO PUBLIC MEETING

Members returned to public meeting at 7.20pm and confirmed parking fee increases in the public record, noting that the memorandum and the Aurecon report would be released to the public.

GENERAL BUSINESS

There were no items of general business.

The meeting closed at 7.21pm.

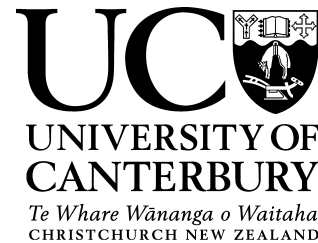
NEXT MEETING

The next meeting is scheduled for 3.00pm on Wednesday 30 November 2016.

SIGNED AS A CORRECT RECORD: _____

DATE: _____

Memorandum



To:	UC Council
From:	Jeff Field, AVC and University Registrar
Date:	22 November 2016
Subject:	Parking Statute Revision
Purpose:	For approval

Background

On 26 October 2016 Council approved changes to University parking fees from 2017 and asked management to revise the 2003 Parking and Traffic Statute to give effect to the changes.

Discussion

The change required to the statute is to update the reference to parking restrictions (Section 5c) to reflect the Council approval to remove free parking from 1 December to 31 January. The proposed revised wording is:

Section 5(c) Restrictions on parking in areas designated by appropriate signs shall apply from 8.00am to 5.00pm Monday to Friday from 1st January to 31st December each year, excluding public holidays.

A number of further minor amendments are also proposed to the statute to reflect updated terminology and processes used by the University:

- Sections 1(a) and (b), 5(a), 6(b), 6(c) - Update terminology regarding security officers, offence notices, permits, and references to the University parking information website;
- Section 4 - Reflect UC's non-acceptance of any liability for damage to locking mechanisms;
- Section 6(d) - Clarity of the appeals application process;
- Section 9 to 11 – Specific examples whereby parking on campus is not permitted (i.e. extended periods; large vehicles; sleeping)

The 2003 parking statute and the proposed 2017 revised statute are attached.

Recommendation:

That the Parking and Traffic Statute 2017 be approved.

Jeff Field
AVC, University Registrar

Parking and Traffic Statute 2003

1. Drivers and riders must obey all markings and signs on the University Campus and any directions which may be given by any person authorised by the Vice-Chancellor to enforce the provisions of this statute

(a) ~~Parking Attendant~~/Security Officer), who is hereby authorised to obtain the name and/or address of anyone on the Campus when they deem it necessary for the purposes of enforcement of this statute;

(b) Any person on the Campus, who, having been requested by a ~~Parking Attendant~~/Security Officer to give to him or her the name and/or address of such person shall neglect or refuse promptly to give that information or who shall give to such ~~Parking Attendant~~/Security Officer a false or inaccurate name and/or address shall commit an offence against this statute and shall be liable to a fine for each such offence.

2. Road markings and signs which are the same as those provided for in any Regulations made pursuant to the transport Act 1962 or any Act or regulation passed in substitution thereof, shall have the same meaning and must be observed at all times. Any person who fails to comply with the direction of any road marking or sign commits an offence against this statute and shall be liable to a fine.

3. Motor vehicles may only park in spaces which are specifically marked out for parking of motor vehicles and in accordance with any particular parking requirements specified for any such area. Vehicles are parked at the sole risk of the owner or driver and the University will not be liable for any loss or damage thereto. The University reserves the right to clamp or to tow away any incorrectly parked vehicles. Any vehicles clamped or towed away may be recovered after payment of any fines/costs incurred in clamping or towing away and/or storing the vehicle.

Parking and Traffic Statute 2017

1. Drivers and riders must obey all markings and signs on the University Campus and any directions which may be given by any person authorised by the Vice-Chancellor to enforce the provisions of this statute

(a) UC Security Officers are hereby authorised to obtain the name and/or address of anyone on the Campus when they deem it necessary, for the purposes of enforcement of this statute;

(b) Any person on the Campus, who, having been requested by a UC Security Officer to supply his/her name and/or address shall neglect or refuse promptly to give that information or who shall give to such Security Officer a false or inaccurate name and/or address, shall commit an offence against this statute and shall be liable to a fine for each such offence.

2. Road markings and signs on the University campus which are the same as those provided for in any regulations made pursuant to the transport Act 1962 or any Act or regulation passed in substitution thereof, shall have the same meaning and must be observed at all times. Any person who fails to comply with the direction of any road marking, or sign, commits an offence against this statute and shall be liable to a fine.

3. Motor vehicles may only park in spaces which are specifically marked out for parking of motor vehicles and in accordance with any particular parking requirements specified for any such area. Vehicles are parked at the sole risk of the owner or driver and the University will not accept liability for any loss or damage thereto. The University reserves the right to clamp or to tow away any incorrectly parked vehicles. Any vehicles clamped or towed away may be recovered after payment of any fines/costs incurred in clamping or towing away and/or storing of the vehicle.

4. Motorcycles and bicycles must be parked in the areas specifically designated for them and in accordance with any particular parking requirements specified for any such area. Motorcycles and bicycles are parked at the sole risk of the owner or rider and the University will not be liable for any loss or damage thereto. If incorrectly parked they may be removed to those areas or, at the discretion of the University, clamped or towed away. Any bicycles or motorcycles clamped or towed away may be recovered after payment of any fines/costs incurred in clamping or towing away and/or storing the same.

5.

(a) All vehicles parked on the Campus except bicycles and motorcycles must display an appropriate permit/coupon. Visitors and trade vehicles may park in those areas specifically designated for them and must display an appropriate coupon. A visitor is a person neither employed on the Campus nor enrolled as a student.

(b) Vehicles must use the correct car parks to which their permit/coupon applies during the time restrictions apply. Failure to observe this may result in their vehicles being clamped or towed away.

(c) Restrictions on parking in areas designated by appropriate signs shall apply from 8.00am to 5.00pm Monday to Friday from 1 February to 30 November each year. The restrictions in respect to parking in reserved, disabled, and visitor spaces, or in areas not otherwise marked out for parking shall apply day and night throughout the year.

6.

(a) Any person who fails to observe the requirements of this statute commits an offence against this statute.

(b) Any person who commits an offence against this statute will be liable to a fine for each

4. Motorcycles and bicycles must be parked in the areas specifically designated for them and in accordance with any particular parking requirements specified for any such area. Motorcycles and bicycles are parked at the sole risk of the owner or rider and the University will not be liable for any loss or damage thereto. If incorrectly parked, they may be removed to those areas or, at the discretion of the University, clamped or towed away. Any bicycles or motorcycles clamped or towed away may be recovered after payment of any fines/costs incurred in clamping or towing away and/or storing the same. **The University will not accept any liability for damage caused to any motorcycle or bicycle locking mechanism if such motorcycle or bicycle is removed under the terms of this statute.**

5.

(a) All vehicles parked on the Campus, except bicycles and motorcycles, must display an appropriate permit/coupon. Visitors and trade vehicles may park in those areas specifically designated for them and must display an appropriate **permit/coupon**. A visitor is a person neither employed on the Campus nor enrolled as a student.

(b) Vehicles must use the correct car parks to which their permit/coupon applies during the time restrictions apply. Failure to observe this may result in their vehicles being clamped or towed away.

(c) Restrictions on parking in areas designated by appropriate signs shall apply from 8.00am to 5.00pm Monday to Friday from **1st January to 31st December each year, excluding public holidays**. The restrictions in respect to parking in reserved, disabled, and visitor spaces, or in areas not otherwise marked out for parking shall apply day and night throughout the year.

6.

(a) Any person who fails to observe the requirements of this statute commits an offence against this statute.

~~offence and may be issued with an offence notice by a Parking Attendant/Security Officer.~~

(c) Fines payable in respect of offences committed under this statute, the time for payment thereof and the amount of reduction thereof for prompt payment, if any, shall be as determined by the Vice-Chancellor and specified in the University Calendar from time to time.

~~(d) The Facilities and Operational Services Manager (Facilities Management) if so requested by a member of the University staff or a student upon whom a fine or other penalty has been imposed hereunder, will review, or arrange for a review of the amount of any such fine and/or its imposition. Such review shall be initiated by written application, to be made to the Facilities and Operational Services Manager within 14 days of the date of the offence notice, setting out details of the fine or other penalty in respect of which review is sought, the reason the review is being sought and all information upon which the application is based. The review will take place in accordance with any rules established from time to time.~~

7. Parking permits will be issued to University staff and students on application and payment of the appropriate fees. Fees payable shall be as determined by the Vice-Chancellor from time to time.

8. The issue of a parking permit only authorises the holder thereof to park on the campus and does not guarantee the availability of a park.

(b) Any person who commits an offence against this statute **will be liable to a fine for each offence.**

(c) Fines payable in respect of offences committed under this statute, the time for payment thereof and the amount of reduction thereof for prompt payment, if any, shall be as determined by the **Vice-Chancellor and specified in the University parking information website from time to time.**

(d) If a member of the University staff, student or visitor, upon whom a fine or other penalty has been imposed hereunder, wishes to appeal their fine or penalty, an application must be lodged through UC Security Services in the prescribed manner as detailed on the UC Security Services website. Such review must be initiated by written application, to be made within 14 days of the date of the offence notice, setting out details of the fine or other penalty in respect of which review is sought, the reason the review is being sought and all information upon which the application is based. The review will take place in accordance with any rules established from time to time.

7. Parking permits will be issued to University staff and students on application and payment of the appropriate fees. Fees payable shall be as determined by the Vice-Chancellor from time to time.

8. The issue of a parking permit only authorises the holder thereof to park on the campus and does not guarantee the availability of a parking space.

9. **Vehicles are not permitted to be parked on campus for periods in excess of 48 hours without permission of the UC Security Services Manager.**

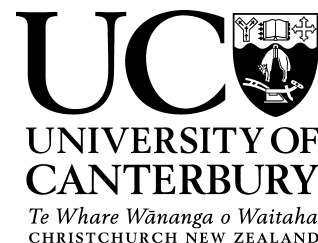
10. **Campervans, trailers, or other large vehicles, are not permitted to be parked on campus without prior agreement of the UC Security Services Manager.**

<p>9. Permits shall be affixed in accordance with the instructions provided, and shall be removed before the disposal of the vehicle.</p> <p>10. Permits remain current until they expire or are revoked or when the student or staff member to whom they are issued ceases to be a student or member of staff of the University. Any parking permit may be revoked by the Vice-Chancellor if the holder thereof commits any offence against these regulations.</p> <p>11. The Parking and Traffic Regulations 1995 are hereby repealed.</p> <p>12. This statute, entitled the Parking and Traffic Statute 2003, shall come into force on 1 January 2003.</p> <p>Note: Details of permit charges and fines (and provision for the reduction of fines for prompt payment) and review procedures are available from the Registrar.</p>	<p><u>11. Use of any vehicle for sleeping in overnight is not permitted.</u></p> <p>12. Permits shall be affixed in accordance with the instructions provided, and shall be removed before the disposal of the vehicle.</p> <p>13. Permits remain current until they expire or are revoked or when the student or staff member to whom they are issued ceases to be a student or member of staff of the University. Any parking permit may be revoked by the Vice-Chancellor if the holder thereof commits any offence against these regulations.</p> <p>14. The Parking and Traffic Regulations 2003 are hereby repealed.</p> <p>15. This statute, entitled the Parking and Traffic Statute <u>2017</u>, shall come into force on 1 January <u>2017</u>.</p> <p><u>Note: Details of permit charges, fines and review procedures are available from UC Security Services.</u></p>

Memorandum

Vice-Chancellor's Office

Email: jeff.field@canterbury.ac.nz



To:	Council Members
From:	Jeff Field, University Registrar
Date:	22 November 2016
Subject:	CANTERBURY MUSEUM TRUST BOARD

Canterbury Museum Trust Board

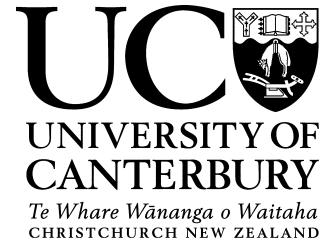
There was one nomination received for the position of trustee on the Canterbury Museum Trust Board by the closing time of 5pm on Wednesday 9 November. Accordingly **Mr Warren Poh** is elected to the Canterbury Museum Trust Board for a term ending 1 December 2019.

Jeff Field
Returning Officer

Memorandum

Vice-Chancellor's Office

Email: chancellor@canterbury.ac.nz



To:	Council Members
From:	Dr John Wood, Chancellor
Date:	22 November 2016
Subject:	CHANCELLOR'S MEETINGS

I outline for you the key events I have attended on behalf of UC since the last Council meeting:

- Attended pre-meeting and meeting of GOG
- Met with a Council member on governance issues
- Lunch meeting with Sandra Manderson and Paul Wright of Harcourts re UCSA fundraising
- Meeting with Mark Evans, Office of the Auditor General
- Met with Fiona Ciaran to debrief on USA Alumni trip
- Attended UC Foundation Strategy Meeting
- Attended an event of the NZUS Council which included the award to two UC law students of the Mike Moore US Congressional internships.

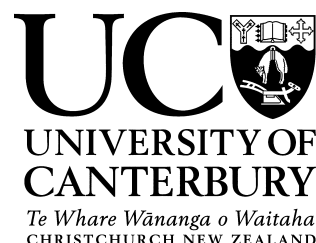
Following the seismic events of 14 November, while I was unable to leave Kaikoura and with limited communication ability, Sue McCormack acted on my behalf at the Chancellor's Dinner.

Arrangements to attend the 75th anniversary celebrations of the NZ Navy had to be cancelled and an event arranged by the Ministry for the Environment I was to attend was cancelled due to the difficulties facing Wellington at that time.

A handwritten signature in black ink that reads 'L.J. Wood'. The signature is written in a cursive, flowing style.

Dr John Wood
Chancellor

Dr Rod Carr
Vice-Chancellor
Tel: +64 3 364 2495
Email: vice-chancellor@canterbury.ac.nz



**VICE-CHANCELLOR'S REPORT TO
UNIVERSITY OF CANTERBURY COUNCIL NOVEMBER 2016**

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1. INTRODUCTION

In the first minutes of Monday 14 November 2016 an earthquake measured at 7.8 on the Richter scale occurred near Culverden in North Canterbury with significant impact including loss of life in Kaikoura. Our thoughts were with the Chancellor and his family who live in and around Kaikoura and whose cousin was fatally injured in the collapse of the family home, The Elms.

The only reported damage to the UC campus was a leaking pipe, less than 200 books fell from shelves and some elevators were tripped and needed to be reset. Power was not lost, the campus was not closed and was assessed as safe about at 7.00 am.

It is too early to assess impacts on student enrolments for 2017. International students may be deterred as a result of media coverage and the distribution of domestic students may respond to actual and assessed risk in Wellington, Christchurch and elsewhere. UC has been proactive in contacting prospective students and international agents to provide information on the event and subsequent impacts.

The impact on current staff is also difficult to assess as continuing aftershocks affect staff differently.

The all university collective insurance policy expires on 1 December and new cover was in the process of being confirmed. An update will be provided at the Council meeting.

Below is a compilation of SMT member's views on major successes together with my own highlights of 2016.

- **Research and Innovation:** UC was ranked as the only New Zealand University in the top 200 universities in the world for its research by ranking agents QS. UC also retained its QS world ranking relative to New Zealand Universities and increased its Times Higher ranking to rank with Otago and Victoria for the first time. UC success in this [year's MBIE funding](#) with five separate proposals funded to a total value of \$5m – the highest of all bidders in the Smart Ideas investment process. UC is on track to earn near record external research income for its ongoing research.
- **Academic:** Significant progress has been made in the development of the Graduate Profile, promotion of the graduate attributes and engagement with the co-curricular record in its first year on offer. UC students continue to excel with leading rates of progression to higher levels of study as assessed by the Tertiary Education Commission and winning of awards, including our sixth student in seven years to win a Rhodes Scholarship – Margot Simpson.
- **Campus Transformation:** Completion and opening of the Structural Engineering Lab, Electrical and Computer Engineering Lab, Chemical and Process Engineering Lab and Student Core; progress with CETF Tranche II, RSIC Stage One, UCSA, Rehua – nearly \$200 million of capital spending.
- **Business and systems success:** RSIC Stage Two business case completed and approved by Council and the Governance Oversight Group thereby doing everything possible to enable the release of \$15 million Crown Capital Contribution in 2016, significant increase in analysis of student EFTS, Shared Services completed taking on all financial transactions work for Service Units, detailed and complete Financial and Capital Review and update of ten year forecasts provided to Tertiary Education, Skills and Employment Minister Steven Joyce. Multi-million dollar upgrade of the financial system completed on time and within budget.
- **Human Resources:** The Culture Change programme has begun well, with the first areas in 2016 (all at various stages of roll-out) being Learning Resources, Education, Health and Human Development, Business and Law and Human Resources. Rollout for most of the remaining areas will be in stages throughout 2017 and into 2018.
- **Fundraising:** Nearly \$5m in fundraising YTD and on track for our target, a record of \$8.5m.

- **Award highlights:** *Canterbury Distinguished Professor:* Professor Roy Kerr, recognised for Kerr’s solution – on which all subsequent work on black holes has fundamentally depended, *Innovation Award:* Associate Professor Michael Tarren-Sweeney recognised for his development of the Assessment Checklist Series in the treatment of severely maltreated children, *Research Award:* Distinguished Professor David Schiel recognised for outstanding and internationally-recognised work on a wide range of topics in marine science.

Colleges:

- **College of Engineering:** Considerably increased undergraduate numbers in excess of 2010 levels to reach record enrolments, many successful research bids, research has had a positive impact in the community, such as the new Solar Calculator, leadership role in QuakeCORE. On track to become one of the top ten Colleges of Engineering in the Southern Hemisphere. Decision to establish the School of Product Design.
- **College of Arts:** The Māui Lab has recently had its one year anniversary as the brokerage point for connecting students to real projects and aspirations from within the Māori community through internships, consulting projects and research partnerships. Development of new professional taught Masters qualifications.
- **College of Education, Health and Human Development:** Professor Gail Gillon is co-directing (with Otago and Auckland) the government initiative, a new National Science Challenge – A Better Start: E Tipu e Rea – which was officially launched by Science and Innovation Minister Steven Joyce in early 2016. A Better Start is one of 11 National Science Challenges designed to find solutions to large complex issues facing New Zealanders. UC academics are involved in all 11 of the National Science Challenges.
- **College of Business and Law:** 21 Day student challenge - this year the 21 Day Challenge asked teams of students to help Niue to conserve, protect and sustainably manage its food supply with a view to becoming self-sufficient using a \$10,000 budget. Team EduKai worked with the Niuean community in Christchurch and an elder in Niue in preparation for the trip. Once there they worked with family cooks and collaborated with the community to build a taumafa community kitchen. Record enrolments in Professional Taught Masters Qualifications.
- **College of Science:** A team of researchers made a scientific breakthrough in biomolecular interactions, which will help discover the determinants of gene expression. A number of potential biotech applications are possible as a result of the research findings, particularly in the space of designing mRNAs for genes so that protein production can be improved. The UC team is working with colleagues at Callaghan Innovation and Powerhouse on the best way to do this. Launch of the Geospatial Research Institute. I would also like to note that the Pro-Vice-Chancellor of Science, Professor Wendy Lawson, was awarded the Geospatial Professional of the Year award for her contribution to the discipline.

2. STRATEGIC MATTERS

2.1 UC Futures

October 2016 saw the approval by the UC Council of the last major business case for change in the UC Futures Programme. This case is for the second and final stage of the Rutherford Science and Innovation Centre (RSIC) project. This business case is to demolish and rebuild the earthquake-damaged von Haast building in 2017 and 2018. The business case is being considered by the Minister for Tertiary Education, Skills and Employment, and the Minister of Finance. If they endorse the case, the Government will release a \$15m capital contribution towards the project. This milestone is to some extent a waypoint for the UC Futures programme, which will now focus on ensuring that UC gains the benefits from the significant investment in the various UC Futures projects.

2.2 Regional Science and Innovation Centre (RSIC)

The new Stage Two building in the RSIC project which will replace the von Haast building includes an area purpose-built for secondary school students, teachers and student teachers. It includes two laboratories – one for general science and one for technology – which have been detailed as multi-purpose facilities for other colleges, hosted by the College of Science. The science room is a basic laboratory for use by the College of Education, Health and Human Development for teaching secondary-level student teachers. It will also be used as a location for secondary or primary students visiting campus for the many and varied Science outreach courses and seminars run by the College of Science. Although many of these students and their teachers will experience science in other locations including the new Rutherford Centre (Stage One RSIC), this facility will be able to serve as a ‘home base’ for outreach.

The second laboratory will include medium weight equipment for making things and will be known as a ‘makerspace’. This facility will be used for teaching technology to student teachers while also being made available for use by entrepreneur students wanting to make prototypes. The facility will complement a ‘lightweight’ makerspace in the new Rehua building used by the UC Centre for Entrepreneurship and shared with the College of Education, Health and Human Development. ‘Heavy’ manufacturing technology will remain the domain of the College of Engineering, located in the new CETF laboratory facilities.

2.3 Canterbury Engineering the Future (CETF)

The College of Engineering and the CETF Project Team can confirm the practical completion of the Chemical and Process Engineering laboratory wing. There have been significant delays to this part of the project which included the demolition and complete replacement of the old earthquake-damaged laboratory block. This wing includes a large generic research lab, a briefing area to display specialities, induct visitors and foster informal break-out conversations, and a multi-purpose room for staff training, presentations and professional and social interactions. The core of the redevelopment, the student hub, is due for completion on 22 December.

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

The Rehua (New Education) Building construction project remains on track. This will allow the move of the College of Education, Health and Human Development onto the Ilam campus.

A lack of maths, physics, chemistry and Te Reo Māori teachers continues to make the news in New Zealand. The College is aiming to make the most of being in the heart of campus to promote and highlight teaching as a graduate and postgraduate option for undergraduates studying on the Ilam campus when it has relocated. The move of the Henry Field library borrowing collection and integration into the Central Library will be the last stage of the move, and will occur over the 2017-18 summer break.

2.5 International Growth

UC has entered the busiest period for processing international full-fee student applications and the central team is working hard to keep up with an even higher volume than last year. There has been a slightly disproportionate increase in incomplete applications. Many international students, especially in India, will shortly be sitting their IELTS tests. This means we can expect to see more complete applications, and conditional offers move to full offers over the next few weeks. The impact of the November 14 seismic events has yet to be assessed. Unfortunately there is no upside to recent events and best efforts are being made to mitigate any adverse impacts.

2.5.1 Graduate Attributes

A draft reporting template on progress towards embedding the UC graduate attributes into graduate profiles and curricula was provided to the UC Council's Finance Planning and Resources Committee in October. This initial report indicated that, using a weighted average, UC is 67% of the way towards completing the formal programme reviews which are used to inform planning and curriculum development.

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

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

Many staff have been engaged in setting examinations and are now involved in marking and assessment activities. Turnaround times are tight to process results for those students seeking to graduate in December. More than 3,000 students will complete their programmes of study this academic year and are once again a credit to themselves and the staff who teach and support them.

Attribute 1: Employable, innovative and enterprising

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

Entrepreneurial Summit: This summit, held on 17 November hosted by the TEC, focussed on developing initiatives to encourage research, teaching and engagement which would increase the willingness and ability of tertiary students to undertake entrepreneurial activities. Increasingly this attribute in our Graduate Profile is being "mainstreamed" by funding agencies such as TEC and MBIE.

Attribute 2: Biculturally Competent and Confident (BiCC)

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

Meeting dates have been arranged for the 2017 BiCC hui. These hui will provide a focus on the activities to be accomplished in order for delivery in 2018. These hui dates have been added to the 2017 calendar provided by the DVC Academic's Office, which list the dates for Academic Board, Academic Administration, Academic Progress, Learning and Teaching and Scholarships Advisory Committees.

Attribute 3: Engaged with the community

Learning Objective: Students will have observed and understood a culture within a community by reflecting on their own performance and experiences within that community.

Once again UC can be proud of its students and their self-organising capability. More than fifty students turned out when the call went out from the Student Volunteer Army to prepare beds for up to 250 potential Kaikoura evacuees who, with the University's consent, CLV offered to host at UniHall in the week following the 14 November earthquake. The community engagement attribute in our graduate profile appears to be attracting a different kind of student, the kind that seeks out opportunities to contribute to communities challenged by their circumstances.

Attribute 4: Globally aware

Learning Objective: Students will comprehend the influence of global conditions on their discipline and will be competent in engaging with global and multicultural contexts.

International Partnerships

The processing of applications for 2017 from articulation partnerships in China and Malaysia has begun. There has been a promising number of applications through a new pathway developed with UniKL in Malaysia (almost 50), although final numbers will be dependent on final sign-off from UniKL in liaison with the Mara sponsorship body.

A successful biculturalism and cultural competence workshop was held for the 14 UC students going to Mahidol University in Thailand in January. This was coordinated by the Māori Development Team and the Office of the AVC Māori. It highlighted a valuable opportunity to design activities that link together the biculturalism and global awareness graduate attributes.

The latest Chronicle includes an article on UC's partnership with Mahidol University.

Study Abroad and UC Exchange

October and November are the key application periods for the Semester One intake and the team has focused on processing inbound Study Abroad and Exchange applications and course approvals, and assisting prospective students through the application process. UC also participated in Education New Zealand's "Dream New" Study Abroad scholarship promotion in Europe and the winner of a dual Education New Zealand and UC award has been selected. As part of the award, the recipient will blog throughout their semester abroad and act as an ambassador to promote UC through various social media channels.

October has also seen engagement in a number of mobility events and visits. The team hosted a visit from Dr Lorna Stern, the Vice President of Arcadia University and Executive Director of the College of Global Studies, which highlighted some of the experiential opportunities available to Study Abroad students at UC. Along with six other New Zealand tertiary institutions, UC also attended the IIE Generation Study Abroad Summit as part of our commitment to working with US partners to significantly increase the number of US students studying abroad over the next few years. A pre-departure information session was also held to give outbound UC students going on exchange in Semester One information on finalising the arrangements for their exchange programmes and managing the transition to their overseas experience.

Planning is progressing on the Oxford@UC exchange which will see more than 20 students from Oxford come to UC for three weeks in September 2017. UC is contributing financial support to host these students, in part in recognition of the extraordinary support Oxford Colleges offered UC students by hosting more than 30 UC students at Oxford for the Trinity Semester in 2011. This is an opportunity to thank Oxford but also to promote UC to the world through the eyes and experiences of these students.

Thirty UC students from the College of Business and Law (MGMT22) flew to China on 18 November for what will be for many of them the learning experience of a lifetime. They left having been through an intense but beneficial orientation week. My thanks to Russell Wordsworth and colleagues for facilitating this opportunity. Internationalisation and Global Awareness is so much more than drawing full-fee paying students to UC and opportunities such as this which create learning opportunities with academic frameworks for learning and leveraging our partnerships are important parts of delivering this attribute of the graduate profile.

3. CHALLENGE

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

3.1 International

3.1.1 Recruitment

INDIA:

The focus of the month has been:

Following up on students who were met with during recruitment sessions in late August. While Hobsons do provide enquiry management, it is clear that direct contact between recruiters/alumni with potential students is critical in building trust.

Where possible, ensuring that each and every student who needs help at the visa stage for the Executive Development Programme's October intake is flagged to Immigration New Zealand in Mumbai. With the new online system, visas for universities are progressing smoothly, and with priority.

VIETNAM:

The Internationalisation Administrator from the College of Business and Law has been representing UC at the Education New Zealand events and high school visits in Ho Chi Minh and Hanoi.

JAPAN:

The first Japanese student in the Certificate in Sport Coaching is being profiled and his testimonial in Japanese will be released over the next few weeks to networks in Japan.

FRANCE:

We included agent visits and recruitment activities at ESG and PSB Paris for study abroad and dual degree programmes for 2017.

CHINA:

We undertook roadshows throughout China, during this major recruitment season with agents.

3.1.2 Pre-assessment

The major issue is capacity with applications up almost 25% on this time last year. Pre-assessment has seconded 0.5 FTE to Admissions to help get through the backlog of applications.

3.1.3 General

Other key initiatives undertaken during the month included:

- Confirmation to agents of new English Language entry requirements to UC.
- Draft assessment report on Academic Entry requirements to UC.
- Business cases for International Relationships Office (IRO) capacity.
- Education New Zealand (ENZ) funding 2017 proposal developed.

3.2 Domestic Recruitment

3.2.1 Marketing

Social media activity continues to be high with UC among the top three New Zealand universities for engagement during October for Facebook, Instagram and Twitter. The online WCMS phase III project is under way with the new College of Arts content to be launched in mid-November. Engineering is the next college that will work with the project. A presentation has been received focusing on the development of new social media opportunities in 2017.

Total clicks to our website and views of our videos are up 60% year on year (86,000 interactions). Cost per click has fallen from \$0.43 to \$0.33. This growth in activity has been primarily driven by Facebook and video views.

Planning is under way for our 2017 campaigns. A fresh creative approach for our UC brand is being developed that will be presented by the end of November.

Work is under way with the College of Arts in regard to developing a specific 'brand story'. This has involved interviews with students, staff and alumni. The story is being developed and will be completed before the end of 2016. A concept, for a suite of videos, has been developed and will be implemented progressively during 2017.

The 2016 intentions survey of student enrolment projections has been completed and was presented to SMT in November. Its findings will inform our 2017 campaign.

The Crusaders review has been completed in regard to branding – the on-field sign was the key component in driving media exposure. Planning has begun for the 2017 UC Open Day.

Cover photography has been completed for 2017 publications. The Enrolment Guide has been printed and work is under way on the calendar. The Summer brochure has been printed and the PhD brochure is being completed.

3.2.2 Liaison

The Liaison team has been on the road this month hosting regional UC Bound events in Auckland, Hamilton, Wellington, Nelson and Southland, as well as Christchurch. These were new events aimed at getting prospective students to meet their future halls cohort, encourage them to accept their accommodation offers and ease their transition into university life and orientation. It was clear that the students who attended the events found them very useful with many exchanging their contacts before leaving the event.

Course planning visits have been completed in the regions with a few Christchurch schools remaining. The team has now moved into assisting students with their Application to Enrol and following up with students who had been offered a place in a hall but not accepted the offer before the due date.

The team saw a total of 164 appointments throughout October. Of those, 81 were school leavers, 56 were adult students and 23 were recent school leavers, including those on a gap year.

The Engagement Team has been planning for the 2017 UC partnership with the Student Volunteer Army and the Crusaders along with providing assistance with course planning for secondary school students. The new Parents and Whānau publication has been completed and is available for the Liaison Team to distribute. Support for the Ekea Year 10 Pathways for Māori event continues along with providing assistance to the College of Science with the He Puna Pūtaiao programme for Year 10 Māori students.

3.2.3 Admissions

Over the last month Admissions has been closely monitoring the increase in applications. Continued efforts are being made to facilitate the reallocation of resources between key processing teams to ensure that UC remains as flexible as possible to deal with changing demands and ensure that the flow of applications is not held up at any stage due to resource shortages.

A total of 664 admission ad eundem statum (AES) applications were recorded as received to 28 October. This does not include ~150 applications still waiting to be 'entered' into the SMS.

This compares with 664 and 518 AES applications received in October 2015 and 2014 respectively. So far in 2016 admission AES applications received (5,305) are 26% and 52% higher than at the same stage in 2015 (4,208) and 2014 (3,483) respectively. The proportion of applications received this month (22%) that do not have sufficient documentation or information to complete the assessment has reduced by 2%, suggesting that efforts to improve the quality and completeness is helping.

AES Admission decisions: Number and type made in October 2016:

	Total	Undergraduate	COP	Graduate	Postgraduate	PhD/EdD*
Full offer	250	100	95	6	37	12
Conditional offer	119	58	3	6	34	18
Declined	78	30	0	2	44	2
Total	447	188	98	14	115	32

**Includes 14 non-AES PhD/EdD applications.*

During October the Admissions Team initiated regular and ongoing review sessions with recruiters to identify and prioritise applications as they are submitted. This collaborative approach has provided the opportunity for both recruiters and admissions to clarify the priorities and expectations of international applications.

3.2.4 Enrolments

October saw a further increase in the volume of students and visitors to Student Services. A total of 2,680 students/visitors attended the Centre in October. Of those, 1,571 were assisted by the Information Helpdesk staff with another 374 directly assisted by the Enrolments Team.

A total of 83 PhD students have been fully enrolled during October 2016 (45 International), a 5% increase on the previous year. A further 43 students have enrolled so far for November 2016 (30 International). Enrolments have sent out 34 reminders to continuing PhD students to re-enrol for November.

Enrolments has processed 429 Applications for Programme Entry – College of Education Health and Human Development to 28 October. Of those, 105 have been issued an unconditional offer and a further 169 have been issued a conditional offer. This is an increase of about 25% from the applications for 2016. This figure is inflated from 2015 as 2015 did not include the BSpC applications.

	Headcount						EFTS					
	Applications to Enrol						Full Year Enrolled					
	ATE Enrolment Week: 7 (12/11/2016)						Actual	Actual	Actual	Actual	Forecast (as at October)	Budget
	2012	2013	2014	2015	2016	2017	2012	2013	2014	2015	2016	2016
Domestic 1st Year	1206	1468	1482	1869	2818	3069	2,875	2,886	2,922	2,974		
Returning	2733	2040	2134	2265	2267	2305	9,459	8,495	8,245	8,079		
Total	3939	3508	3616	4134	5085	5374	12,334	11,381	11,167	11,053	11,363	11,234
International 1st Year	1022	1187	1784	2109	2427	2815	291	304	336	445		
Returning	187	210	143	130	135	141	546	495	439	434		
Total	1209	1397	1927	2239	2562	2956	837	799	775	878	1,135	1,034
Total	5148	4905	5543	6373	7647	8330	13,171	12,180	11,943	11,931	12,497	12,268

2016/7 Budget and Forecast is not calculated down to year at UC.

Enrolment week data is based on data snapped at the end of each week and compared to the same week in prior years.

The Saturday date will differ slightly between years, ie Sat the 11th of November one year and then Sat 9 the next.

ATE data is based on student headcount and based on the student's citizenship status rather than fee type.

Enrolments data is based on EFTS and the student's fee type (Domestic or International).

3.2.5 Contact Centre

In the Contact Centre, a total of 5,015 calls were answered with an average service level of 88.5%. More than 1,500 emails were responded to with the Contact Centre directly answering 1,224 of those. During October the five seasonal (casual) staff have been undergoing training to support students phoning through or emailing the Contact Centre.

During October the Customer Relationship Management pilot went live for both the IRO and Liaison teams, with further scheduled roll-out of the new Geomant Contact Centre Software scheduled for December. The development of an international gent portal for applications went live on 31 October. Further work on phase two opportunities is now under way.

3.2.6 Scholarships

Key activities for October:

- Issuing of First Year Scholarship offers
- Preparation and sending of UC Dux Scholarship offers to secondary schools
- Initial processing of the UC Doctoral and Masters Scholarship applications from the October round in preparation for the selection meetings in early December

Expected highlights for November include:

- Completion of the selection process for the remaining First Year Scholarships, with remaining offers going out to students;
- Final processing of the UC Doctoral and Masters Scholarship applications in preparation for the selection meetings in early December.

3.3 Accommodation

An accommodation newsletter distributed on 21 October to school leavers achieved a 68.95% readership. A further newsletter focussed on international students was distributed in mid-November. A new Accommodation Guide for 2018 is in the planning stages.

Student interactions peaked the week that offers went out with 201 email exchanges and 105 phone calls.

The due date for responses to accommodation offers made on 10 October was 28 October. Offers not responded to have expired, opening up places for waitlisted students. A short survey to cancelled applications will be distributed for feedback. At this stage it looks as though all halls will be full.

Affiliated housing has been very busy with students finishing up but also with new applications for next year. There are a small number of family enquiries as well. A few properties will not have leases renewed for next year due to cost.

3.4 Student Success

<i>Student Success Engagements – October 2016</i>	
Accommodation	550 email enquiries 279 phone calls 39 face-to-face meetings Newsletter to 1,405 school leavers distributed 21 October <ul style="list-style-type: none"> • 62.39% readership • 876 unique opens as at 25 October
Careers, Internships & Employment	78 Express Appointments 61 Career Consultations 119 Vacancies added to CareerHub 19 Seminars/Presentations, 3 Employer information sessions, 75 students attending
Disability Resource Service	549 registered students (10% increase on previous month)
Transitions & Engagement Team	85 students in CUP Semester Two intake: <ul style="list-style-type: none"> • 70% completion rate • 86% pass rate Putting more resources into understanding and responding to students' needs has delivered a return on investment of an improvement in student performance from between 50-60% from 2012-2015, to completion rates of 70-80% in 2016/7. Enrolments in CUP have improved by 10% in 2016/7. In 2017, 50 more students entered degree programmes (150 students) after doing CUP in 2016, than the average (about 100 students) entering degrees over the last three years
UC Sport	28 students recognised at the UC Blues Awards

3.4.1 Student Success Supporting Bicultural Competence & Confidence

Student Success has embedded bicultural content into the Wellbeing Framework through use of a holistic Māori model of health, Te Whare Tapa Whā, and the inclusion of bilingual content. The Wellbeing Framework acknowledges the pivotal role of our Bicultural Framework in contributing to student and staff wellbeing.

Our service units continue to embed biculturalism as a core aspect of their business as usual:

- Accommodation Services added Māori and Pasifika affiliation options to the online application form, in order for early identification and support of these cohorts by Māori Development Team (161 students identified) and Pacific Development Team (82 students identified). The halls introduced Kapa Haka to the Cultural Shield events for the first time this year which was well represented by halls and supported by the Māori Development Team.
- Careers, Internships & Employment activities to date include: Careers Staff scheduled to attend the *Biculturalism from Theory to Practice* workshop in November, and meeting with the Māori Outreach Coordinator to explore and plan opportunities for collaboration; and commitment for all staff to have completed *Tangata Tū, Tangata Ora* by early 2017.
- The Disability Resource Service uses bilingual content in emails (greetings and email signatures), and is committed to all staff completing *Tangata Tū, Tangata Ora* in early 2017. It frequently collaborates with advisors from the Māori Development Team, the Pacific Development Team and Colleges to provide culturally responsive support.
- With the newly created University and Tertiary Sport New Zealand (UTSNZ) events this year, UC Sport is in the design phase of new uniforms for teams representing UC at these events. In partnership with Māori Development team, BLK Apparel and Ariki Creative, UC Sport is bringing a special bicultural narrative and design aspect to the uniforms which will recognise not only our new mascot (a native New Zealand falcon, kārearea) but also recognition of the land and areas where UC is located.
- Student Transitions and Engagement has been proactive in embedding bicultural competence into programmes and activities. For the past two years the CUP programme has had a distinctive Māori and Pasifika cohort. In Semester One this year, this cohort outperformed the CUP students; achieving a 93% CUP completion rate, compared to the overall completion rate of 73%. Building on this success, the entire teaching programme has undergone professional development in embedding bicultural competence into the curriculum. We have engaged a local artist to assist in developing a more bicultural feel to the physical environment.
- The student experience team has also embraced biculturalism by embedding Māori values and cultural expectations of how we look after guests, in the International Student Experience Framework. Following the stages of the student lifecycle, the framework engages an appropriate Māori ethic to guide how we should think about and treat people at each stage. An example is that once students have settled in and are ready to start learning, instead of just teaching, we engage the “ethos” of Ako (reciprocal learning), which implies that we (staff and students) should create opportunities to learn from and about our international students – thereby validating them (Cuseo’s first principle of success) and building all students’ global awareness (UC graduate attribute).

3.5 New TEC EPIs –

The Tertiary Education Commission recently published the 2015 Educational Performance Indicators (EPIs). There were changes to methodology of two of the four indicators, qualification completion rates and retention rates. In both cases we have seen the University of Canterbury slip rankings to fifth out of the eight New Zealand universities. In respect of qualification completions there is a clear adverse effect from the earthquakes, while our reported 76% first year retention rate may not be statistically significantly different from third-ranked AUT or fourth-ranked Victoria University and may be adversely impacted by the categorisation of intermediate courses. Otago and Auckland now rank first or second in each of four indicators.

3.6 Pacific Development Team

The UCxcel holiday programme ended at the beginning of October. Over the two weeks, 157 student registered from 19 schools across Christchurch, with an average attendance of 88 students each day. One of the interesting results from the evaluations shows that 91% of students that participated felt closer to UC. This is important because our objective continues to be that the University of Canterbury becomes a more normal choice for Pasifika students. Years 9 and 10 may be an area to expand into in the future.

The team is currently preparing for their biggest Pasifika graduation celebration yet with 20 graduates from April and 45 possible graduates in December. We also celebrate the top 12 high school achievers from our UCxcel holiday programmes held here on campus.

Pasifika Strategy – We hope to meet with PVCs in the next 3-5 months to look at how this strategy has progressed and what we can do to keep this on College agendas. We also have the opportunity to work alongside a collaborative Ako Aotearoa National funded project that UC is leading. This project follows on from a Southern Hub-funded research report completed last year. Among the recommendations arising from the report included the development of a Pasifika resource kit. The current Ako Aotearoa project looks at implementing a Pasifika resource across the three collaborative institutions. This will assist in proposing further tools and resources that UC, Ara Institute and Lincoln University can utilise to improve retention and completion rates for Pasifika students. In UC's case this toolkit aligns well with UC's Pasifika Strategy objectives.

3.7 Postgraduate Student Consultation

The DVC Research and Innovation, Professor Ian Wright, and Executive Director of Student Services and Communications, Lynn McClelland, are undertaking a consultation process with postgraduate students in response to concerns about the introduction of printing charges, which has also highlighted some other issues.

3.8 UC / UCSA Engagement

UC has been working with UCSA to review the current policies, procedures and practices governing our 140 clubs and societies. A number of recommended improvements and changes are being implemented in light of the new health and safety legislation and other events.

UC and the UCSA have sought legal advice on the health and safety obligations, and have also considered UC's moral obligations and brand and reputational risk. UC and UCSA are often joint persons conducting a business or undertaking (PCBU) for health and safety purposes. We will therefore take a joint and consistent approach to communications both to clubs and the student community as a whole. There are three main strategies being implemented as a result:

1. Educate and re-set expectations with student leaders of clubs and societies and the student community starting with training and Orientation in February 2017, including a revised Clubs Handbook.
2. Establish and implement a triage process and targeted interventions for high risk activities and clubs, especially in relation to events, improving upon current practices.
3. Ensure that there are consequences if things go off-track and that students are made aware of these at the beginning of the year.

We will continue to review policy and practice in this area on a regular basis.

4. CONCENTRATE

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

4.1 DVC Research and Innovation

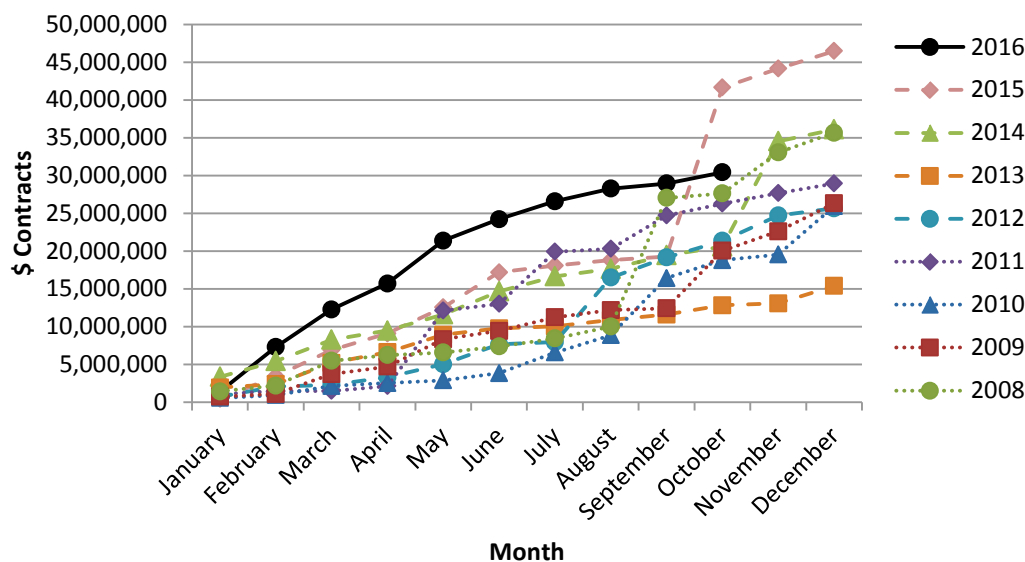
4.1.1 Research Funding

UC researchers have been awarded eight Marsden grants in the 2016 award round (including Fast Start awards), with a total award value of \$5.24m, of the \$65.1m available funding, bidding against seven other universities, seven CRI's, and seven other independent research organisations.

The UC recipients are:

- Associate Professor Michael Albrow, Physics and Astronomy, “Counting the number and distribution of planets in the Galaxy”
- Associate Professor Daniel Stouffer, Biological Sciences, “Quantifying the importance on non-additive competition in diverse natural plat communities”
- Professor Randolph Grace, Psychology, “An artificial algebra for implicit learning of mathematical structure”
- Dr Saurabh Bose, Physics and Astronomy, “Brain inspired on-chip computation using self-assembled nanoparticles”
- Dr Geoff Rodgers, Mechanical Engineering, “Unique acoustic signature to diagnose impending DOOM (Dysfunction of Osteo-Mechanics)”
- Professor Rick Millane, Electrical and Computer Engineering, “New methods of imaging biological macromolecules using x-ray-free electron lasers”
- Dr Lynn Clark, Linguistics, “What is the Southland accent?”
- Professor Antony Fairbanks, Chemistry, “A new paradigm for organelle targeting”

R&I is managing 356 research contracts worth a total of \$119.3m. In the year to date, 178 contracts worth a total value of \$30.5m have been executed, and 30 contracts worth at least \$9.8m are pending (i.e., in the process of being executed). UC holds 33 National Science Challenge contracts worth \$13.0m (with nine contracts worth \$3.8m pending), and 29 CoRE contracts worth \$26.4m.



4.1.2 Research Development

UC continues to engage in developing opportunities for funding opportunities announced by TEC earlier in the year. The Centres for Asia – Pacific Excellence (CAPEs) is a \$34.5m opportunity, with TEC signalling that three centres will be selected through a competitive process. Requests for applications will occur in the near future, with a proposal submission deadline in February. UC is in active discussion with various parties in developing a bid. Similarly, UC is progressing its thinking around the “Entrepreneurial Universities” initiative, and engaging with external business entities to develop proposals that meets an important criteria of having 50:50 matched funding.

Health research is increasingly an important aspect of UC’s research portfolio, especially given the Health Research Council of New Zealand (HRC) has had an uplift this year of \$97m in funding over four years. The HRC high-level research strategy is built around five research pillars; Basic Biomedical, Population and Public Health, Applied Clinical Research, Health Services and Policy Research, and Medical Technologies. UC has important research capacity across many of these research pillars, and is becoming increasingly successful in securing HRC funding. Currently, UC has four HRC applications under consideration, including three Emerging Researchers First Grant applications.

Professor Julia Rucklidge is the recipient of \$100,000 funding from the Canterbury Medical Research Foundation in 2017 for her ongoing work on the relationship between nutrition and various psychotic disorders.

4.1.3 Research Infrastructure

MBIE has signalled the possible removal of its current contribution to annual funding of REANNZ – a Crown entity that supports and runs the high band-width digital infrastructure used by all New Zealand universities and CRI’s and is the major “pipe” for exchanging very large datasets nationally and internationally. Universities New Zealand has established a working group to review various options in response to the possible funding withdrawal. Similarly, UC is consulting within the university on what impact and options would be available if the MBIE component of REANNZ was terminated.

The Universities Research Offices of New Zealand (URONZ) annual conference will be held in Auckland on 28-29 November. Several funding agencies will be represented at the conference. The programme

includes a Directors panel discussion, which will focus on changes in the research management landscape, emerging issues, and potential ways to mitigate these issues. Danette Olsen, Manager of Strategic Investments (responsible for National Science Collaborations), MBIE, will respond.

4.1.4 Research Reputation

Two UC academics have been recognised on the Health Research Council of New Zealand's 25th Anniversary with HRC Awards to Professor Geoff Chase and Dr Jacki Henderson as Established and Emerging Researchers, respectively. Professor Chase has been recognised for his outstanding contribution to medical technology, particularly in the areas of diabetes, cardiovascular and lung dysfunction and care. Dr Henderson has been recognised for her work in a longitudinal study looking at the neurodevelopmental outcomes of children born to opiate-dependent women who received synthetic opiate methadone treatment during pregnancy. HRC chief executive Professor Katherine McPherson presented the awards at a recent event hosted by UC and the HRC.

An annual assessment of the research impact within the 68 topmost global academic journals (across the physical, engineering, biological, and medical sciences) - the *Nature Index* - <https://www.natureindex.com> places UC as the fourth-ranked New Zealand institution producing the most influential research in these subjects in 2015 behind Otago, Auckland, and Victoria.

Adrian McDonald has been appointed Processes and Observations Science Leader in the Deep South National Science Challenge.

4.1.5 Postgraduate Research

Postgraduate student numbers continue to grow with a total of 1,109 PhD students enrolled across the university (at the end of October). The distribution of these PhD students across the Colleges is as follows: College of Arts (183), Business and Law (99), Education, Health, and Human Development (167), Engineering (371), and Science (362), and a further eight students hosted in various UC Research Centres. To the end of September, 120 PhD students have fully completed their PhD's in 2016, with the Post-Graduate Office anticipating that as the academic year is finalised, and with graduations in December, the total number of completed PhD's will surpass the 164 PhD completions in 2015.

Professor Jon Harding (Dean of Postgraduate Research) and Professor Bryce Williamson (Associate Dean of Postgraduate Research) have returned from a successful visit to a series of China Scholarships Council International Graduate Scholarship fairs across four Chinese cities. Some 85 students were interviewed for possible entrance into the UC PhD programme which is a ~10% increase over last year's interest at the same events. Prof Gail Gillon similarly was part of the recent New Zealand Prime Ministerial educational trade delegation to India.

A total of 98 senior UC undergraduate students have accepted offers of Summer Scholarships as a "bridging experience" to be directly involved in a defined 10-week long research projects as an entre to possible future post-graduate studies at UC. Thirty of the projects have been fully funded by external stakeholders and businesses.

4.1.6 Innovation

UC, Powerhouse (the regional start-up and venture capital entity), and three UC inventors have partnered to establish a new start-up company to develop commercial opportunities in the field of “high voltage fluidics”.

The recently published TIN100 Report (a report that provides an annual analysis of New Zealand’s largest globally-focused companies in the hi-tech manufacturing, biotechnology and ICT sectors.) for the first time included a list of 100 promising New Zealand Early Stage Companies. Three companies with links to UC were listed in the top 10 – Crop Logic, Invert Robotics and MARS Bio-Imaging. These companies were selected based on an assessment of the innovation of their technology and the potential market opportunity.

4.2 DVC Academic

4.2.1 Academic Development

In the area of academic development, approval has been given for two pilot schemes to begin recruiting volunteers at the end of this year. The first is a scheme providing peer support in teaching involving pairs of volunteers working together on teaching issues. The second is a number of staff being supported towards attaining the UK Higher Education Academy (HEA) fellowship scheme.

The theme for 2017 teaching development grants has been approved. Again, priority will be given to applications which support the graduate attributes, but with a particular focus on developing the competencies and capabilities of staff in teaching, learning and assessment.

4.2.2 CUAP

Peer review is almost complete for the second round of CUAP. In excess of 100 round two CUAP proposals have been received from the other New Zealand universities. Thanks are extended to the staff who peer review these proposals. Work continues on the peer review of the UC proposals. Most proposals have been commented on with some receiving comments from up to three Universities. Thanks are also extended to the proposers who have been considering the comments and responding. Some feedback has been most useful and has led to minor changes in a number of proposals. The Graduating Year Reviews (GYR) have been submitted to CUAP. Universities are paired (UC is with Waikato in 2016) and scrutinise the GYRs from two Universities. The GYRs and scrutineers reports are considered at the November CUAP meeting.

4.2.3 Summer Courses

To date 645 student enrolments have been received for summer courses, slightly up on 2015 figures. This year we are offering 90 courses during summer period.

4.2.4 Course surveys

Following exam results, staff will have access to their individual course and teaching surveys. It would be beneficial for more staff to provide feedback on these course surveys to subsequent student cohorts. Some departments have already adopted this process.

4.2.5 Student Incidents

A number of student incidents and emergencies have been a priority over the last month. My appreciation is extended to all who have been involved and have provided excellent support to students and staff during extremely high stress situations.

4.2.6 U Count Survey

Draft findings from the annual survey, focused on both student experience and academic matters in 2016, was recently presented to SMT. The findings primarily focused on questions around student experience. In quarter one of 2017 a second report from this survey will be socialised with the academic community which will focus on academic matters. While it is not in its final format, this report highlights a number of issues to be investigated over the summer period and some interesting challenges around how to build and sustain student engagement and a sense of belonging, which research shows are positively correlated with student academic success.

4.2.7 Rate My Qualification

The TEC advised Universities New Zealand (UNZ) that it will launch the Rate My Qualification survey prior to Christmas. UNZ has previously expressed considerable concern about the statistical significance and robustness of the data likely to be used to present what purports to be recent graduate opinions of the qualifications they have attained and the institutions they have attended.

4.3 AVC Māori

4.3.1 Tangata Tū, Tangata Ora staff professional development programme:

We will hold a planning day in November to evaluate and further develop this staff professional development programme, noting the increase in requests for tailored programmes and how best to meet the needs of the university. We will also finalise the 2017 dates. As colleagues have requested further professional development, a programme is being developed called “Biculturalism from theory to practice”. 2017 delivery of this programme will be planned at our November hui.

Te reo in the Workplace professional development programme:

This staff professional development programme will continue in 2017. As demand for this programme increases, some additional resource will be applied from 2017 onwards.

4.3.2 Kaiārahi Colleges

The Kaiārahi and Director of Māori Teaching and Learning are working with academic colleagues on the detailed results of the mapping process. This collaborative mahi (work) is resulting in the identification of existing kaupapa and learning outcomes, as well as possibilities for development. These kanohi ki te kanohi (person to person) hui are very positive and the work being done now is vital preparation for 2017. Kaiārahi have also participated in interview panels for significant roles in departments and service units.

4.3.3 Kaiārahi Service Units

The Kaiārahi has been working with Student Success teams, Student Transition teams, UC Careers and the International Relations Office. A bicultural competence and confidence development workshop was provided for a cohort of UC students who will attend an exchange/internship in Thailand in January 2017. The Kaiārahi continues to work with Learning Resources colleagues, particularly the Library and Capital

Works teams. A lot of progress has been made on Ngā Awa E Rua Māori and Bicultural Library Strategy so it is now closer to completion.

4.3.4 Māori Development Team

Māori Development Team colleagues noted an increase in levels of stress and anxiety due to exams. Many students have handled these moderate levels of stress well.

4.3.5 Māori Recruitment and Outreach

We have secured funding from the UC Foundation to continue to employ the Māori Outreach Advisor and extend some of the initiatives in 2017/2018. The Māori Outreach Advisor is now an adjunct team member within the Liaison team in SSAC. She will attend their team hui and will undertake Liaison Officer training.

4.3.6 Māori Research

The 2016 Māori Research Colloquium was held on 4 November, hosted by the College of Education, Health and Human Development, Aotahi School of Māori and Indigenous Studies and the Office of the Assistant Vice-Chancellor Māori. The Colloquium keynote address was presented by Professor Emeritus Russell Bishop, one of Aotearoa New Zealand's pre-eminent scholars of recent times.

In late October, Education and Māori Studies leaders from across UC shared experiences and resources with a delegation from Sydney and Macquarie Universities' Centres for Aboriginal Studies. Three visiting academics were hosted by the College of Education, Health and Human Development's Māori Research Laboratory, Te Rū Rangahau. Cathie Burgess, a Senior Lecturer in Education and Aboriginal Studies Curriculum at the University of Sydney commented that the cultural exchange has enriched their ideas with regards to Aboriginal perspectives across the curriculum, and appropriate pedagogical approaches for teachers working more responsively with Aboriginal students. Professor of Māori Research Angus Macfarlane noted that the visit by Australian colleagues was a cultural interchange that allowed us to reflect on past experiences and to make positive projections for higher education provision in contemporary times.

4.4 Independent Chair ICT Grad School

Under the agreement with the TEC establishing the ICT Graduate School, which has now been signed by all parties, it is necessary to appoint an independent Chair to the Advisory Board. I am pleased to confirm that David Band has agreed to take on this responsibility. David has experience in both academia and the business community.

5. CONNECT

Engagement Data	
Intercom	Open rate 40 % (International benchmark = 21.8%)
Insider's Guide (student newsletter)	Open rate 48.8%
Twitter	4,434 followers (cf 3,052 in Nov 2015) UC ranked first for Engagement/Fan ratio.
Stakeholder Newsletter	Open rate of 42.1% and a click rate of 9.2%, compared with September's 40.2% open rate and 9.1% click rate (Benchmark is 16.6% and 2.2% respectively).

5.1 Project Communications

Ngāi Tahu is currently reviewing the Cultural Narrative section of the Campus Master Plan website.

Meetings have been held with UCSA and the Pasifika Development Team about flags for University Drive on the themes of wellness and Pasifika culture.

Communications and signage about significant summer works to be undertaken along the CETF/RSIC interface and in the Biology carpark are well in hand.

Implementation of the final phase of the Think first campaign, which focuses on reporting hazards, was completed. Viewer statistics for the Think first video and information published on the student blog are much higher than the viewer statistics for the Think first campaign rolled out this time last year.

Communications were distributed to staff and students regarding noisy demolition work on the UCSA site in October and November (except during the exam period). There have been no complaints to date.

The Rehua fact sheet was updated in October and is going through the approval process. A review of Rehua information on the UC website started in October.

5.1.1 Media

October media coverage of UC-related topics was again positive. Over the 31 days, more than 20 news stories were released or pitched and more than 55 media queries responded to. Among the successful UC stories this month were UC's involvement in New Zealand's first autonomous e-vehicle trial, and PhD research showing New Zealand school rugby coaching lacks character and values compared to elsewhere.

Other media coverage of UC-related topics or experts included a UC Centre for Entrepreneurship (UCE) student company, Ant Eater, working with high-end food producers to make dishes from insects to be served in restaurants throughout the country, UC's aspiring astronaut Dr Sarah Kessans' return from NASA, and UC researcher Tammy Steeves, who has been funded \$1m to research a new approach to maximise genetic diversity in endangered species.

An analysis of coverage produced between 1 and 31 October 2016 (Broadcast, Internet, Print) found 779 items. This coverage reached a cumulative audience of 13,941,961 and had an advertising space rate of \$2,846,306.

5.1.2 External Engagement

The final two UC Connect public lectures for 2016, held during the final two weeks of term, were well attended. These were a panel of academic law experts from UC and Victoria speaking about rewriting legal judgments from a feminist perspective, and Physics and Astronomy Associate Professor Jenni Adams on hunting the elusive neutrino in Antarctica with IceCube; a neutrino detector made from a cubic kilometre of Antarctic ice. A selection of videos of the 2016 UC Connect public lectures is now on the UC Connect YouTube channel.

5.2 Alumni and UC Foundation

Fundraising

Philanthropic Income:	October	\$1,003,929	October YTD:	\$6,116,831
Distributions:	October	\$ 257,277	October YTD:	\$ 2,345,804
No. of Donors to UCF 2001 – to date		7,082	2016 Donors	961
No. of Gifts to UCF 2001 – to date		22,444	2016 Gifts	2,120

We have received \$500k from a UK donor in support of Engineering Scholarships for pupils from Southland Boys' and Girls' High Schools.

US

The Strategic Fundraising Plan for 2017 accepted by the UC Foundation board, along with focus on how US-based Trustees and Study Abroad alumni in the US can be galvanised to support Study Abroad.

Stewardship

- Meadow Mushrooms Scholars afternoon tea.
- Scholars morning tea with Trustees.
- Meeting with Engineering to discuss naming opportunities in new building and potential alumni/donors for inclusion.
- Draft paper for Stewardship Giving Circles – with AVC Maori for initial comment.
- UCF Trustees have been making thank you calls to donors.
- Annual Fund Follow-up flyer being prepared for mailing in November to all those that gave in 2016.

Alumni

- Joint event with Executive Development Programmes – NZ Firms in Global Value Chain – presenting research from NZPECC.
- Review of Facebook page with statistics provided by Marketing.

Staff

- Bob Lineham, Wynnism Armour and Erin Jackson have been voted onto the UCF Board of Trustees.

6. ENABLERS

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

6.1 Staff Matters

In my report last month I highlighted not only the focus on student recruitment and retention that is critical to the University to recover but also the four major transformation programmes under way.

These transformation programmes relate to:

- Transformation of the built environment, IT infrastructure and teaching pedagogy.
- Transformation of the Graduate Profile.
- Transformation of the student experience especially in respect of the administration affecting students.
- Transformation of our organisational culture and development to support a more collaborative working environment.

To be successful, these transformations currently need significant input from those in formal and informal leadership positions, and will continue to do so. This broader leadership group includes Deans, Heads, Professors, other staff in College academic leadership roles, Service Unit Managers and Team Leaders, and SMT members. During 2017, I will be inviting these leaders to take part with me in a series of workshops about the four transformations, so that we can seek to ensure our efforts are aligned, and so that we can all benefit from each other's ideas and expertise.

The Central Promotions Committee recommended 10 promotions to full professor and 13 promotions to Associate Professor in the current round. About 70% of applications were recommended for approval and all recommendations were approved by the Vice-Chancellor. Eight of the ten new professors are women and six of the new associate professors are women. Congratulations to successful applicants.

6.2 Health and Safety

As the 2016 academic year comes to an end, I would like to thank everyone for their individual and collective contributions to continuously improve the University as a healthy and safe place to work and study. The progress we have all made so far will provide a good foundation for 2017 and I look forward to our further collective efforts. Next year will be a busy period of further change, including a significant number of physical moves and more building projects, and our efforts to keep ourselves and others safe and well will be a vital part of what we do in 2017.

6.3 Parking

The University of Canterbury (UC) Council recently announced it would increase on-campus parking charges each year for the next three years. The increased charges reflected the University's need to meet costs for car parking provision and maintenance without impinging on tuition revenue used to provide the University's core business of teaching and research. The District Plan determines all car parking requirements on the UC campus. UC has 3,742 on campus car parks for staff, students and visitors, including 610 temporary parks for contractors and 63 mobility parks. An additional 1,057 parks will be needed by 2023. A UC parking permit is only a 'licence to hunt' for a park, and it was not proposed to change that, but parking would be enforced year round for the first time from 1 January 2017.

6.4 Tribal Benchmarking

The annual survey of the eight New Zealand universities by Tribal to provide benchmarking around a number of variables, but particularly focussed on the efficient use of resources, has been received. Further analysis is being undertaken but early indications are that the University is using staffing resources relatively efficiently and space resources relatively inefficiently.

6.5 Workload models

Dialogue with PVCs is continuing and an update will be available in the New Year.

6.6 Space Utilisation Report

The 2016 space utilisation report again reveals significant opportunities to improve our space utilisation to meet industry benchmarks, however an emerging issue is that if student numbers recover as forecast and we continue to teach our programmes as we do we may be facing a shortage of large lecture theatres by 2020.

6.7 Infrastructure

The review of the Space Allocation Policy has been completed and a copy of the finalised policy was made available in Academic Board papers.

6.7.1 Health and Wellbeing/ South Bank Infrastructure

As part of the infrastructure required to support the development of the new UCSA building it has been determined that heat exchange technology represents not only a more environmentally friendly source of space heating and cooling but also a more cost effective option for developments in what is known as the Health and Wellbeing Precinct on the South Bank of the Avon River. A business case is being developed to assess the scale and scope and likely cost of preparing the infrastructure which would include deep water bores and pipework. Alternatives to expanding the use of the coal fired high temperature water systems will need to be implemented over the next twenty years and this would represent one of the initial projects in that programme of work.

6.7.2 Summer Works

During the upcoming summer period a number of capital works programmes will be progressed including:

- The Uni Cycleway
- RSIC Stage One
- Von Haast preparations for decanting in mid-2017
- Rehua
- Mech Engineering lab wing
- Civil Engineering lab wing
- Library Resources re distribution
- Logie Ground Floor
- Kirkwood Hall conversion and fitout.

7. Financial Outcomes: (Management Accounts to 31 October 2016)

October 2016	Actual Year to Date \$000	Budget Year to Date \$000	Budget Variance Year to Date \$000 Fav/(Unfav)*	Budget Full Year \$000	Forecast Full Year \$000	Full Year Forecast to Budget Variance \$000 Fav/(Unfav)*
Total Operating Income	279,753	269,330	10,423	323,214	337,221	14,007
Total Operating Expenditure	283,770	282,054	(1,716)	336,871	347,882	(11,011)
Net Surplus/(Deficit)	(4,017)	(12,724)	8,707	(13,657)	(10,661)	2,996
Net Surplus/(Deficit) as a % of Total Operating Income	-1.4%	(4.7%)		(4.2%)	(3.2%)	
Capital Expenditure	148,552	241,918	93,366	274,635	186,635	88,000
Cash/ Short Term Investments/ Short Term Government Stock	225,368	26,145	199,223	42,081	253,308	211,227
Working Capital	155,212	(7,812)	163,024	8,296	224,523	216,227

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

Actual Total Operating Income is favourable to budget as at October 2016. This overall favourable position is due mainly to favourable variances in interest income, sundry income, tuition fees, research external income, and PBRF income. Actual Total Operating Expenditure is unfavourable to budget. The unfavourable variance relates to operating expenses (mainly due to the required treatment of the UCSA building insurance settlement and loss on asset disposals) and total personnel expenses, partially offset by favourable variances in depreciation.

We had been budgeting for an operating **deficit** as at the end of October 2016 of (\$12.724)m, but have returned an operating **deficit** of (\$4.017)m. The favourable variance to budget of \$8.707m is a reduction of \$5.210m from the favourable variance reported at 30 September 2016.

Capital expenditure is currently \$93.366m below budget. \$132.227m of the expenditure incurred to date is UC Futures related (CETF, RSIC, and NEB) against a year to date budget of \$185.044m. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by \$40.549m.

7.1 Cash Flow

The October 2016 cash position of \$225.368m is higher than budget by \$199.223m due largely to higher than expected balances at 31 December 2015 and failure to meet budgeted capital expenditure expectations. We are holding adequate short term cash reserves to meet expected capital costs for the CETF and RSIC projects.

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

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

There are no specific additional MOE covenants, but the Funding Agreement with the Government sets out certain financial targets to be reported to the Governance Oversight Group (GOG) appointed under the Funding Agreement. As at the end of October 2016, the University is tracking to meet its targets. The University's achievement for 2015 was within the ranges set.

7.2 Working Capital

Working capital¹ of \$155.212m at 31 October 2016 is \$163.024m more than budget, mostly due to the additional cash balances as a result of the lower capital expenditure (see above).

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

7.3 Draft 2017 Budget Summary

Following a Council workshop that reviewed the 2017 budget assumptions, the Senior Management Team (SMT) recommended the final budget for consideration by FPRC and UC Council in November. The 2017 budget deficit recommend for approval is \$9.1m and the capital spend budget for 2017 sits at \$206m. Both of these projections are consistent with the Crown Funding Agreement and updated ten year financial forecasts provided in May 2016. The budget provides for an increase in personnel expenses of 2% being a 1% allowance for salary and wage increases and 1% for promotion and progression.

8. COLLEGE SUMMARIES –

8.1 College of Arts (Te Rāngai Toi Tangata)

We welcome the appointment of Justin DeHart as senior lecturer in performance in the School of Music, joining a growing music performance presence at UC following Prof Mark Menzies' appointment as Head of Performance in June. A member of the internationally-renowned Los Angeles Percussion Quartet, Justin is a Grammy award nominee and performs in the gamut of contemporary musical styles from classical to pop – playing with pop legend Cheap Trick, for example – and world music (especially North Indian table playing) to electronica. Justin will be arriving from the US in February.

Dr Victoria Escaip and Dr Masayoshi Ogino each presented a paper at Learning and Teaching Languages Symposium: From Ideas to Action on 19 October. Victoria's presentation was entitled Dance in the L2 classroom, and discussed the benefits of dance as an effective pedagogical tool. Masayoshi talked on Raising the Visibility of Language Programmes: Collaborative project with enhancement by social media.

The many seminars, publications, performances and other events delivered from the College of Arts are advertised in our weekly newsletter *Arts Update*. The most recent issues can be found at: <http://www.arts.canterbury.ac.nz/update/>, with a further link to subscribe. Examples from the 27 October issue include Professor Anne-Marie Brady prefiguring her new book on *China as a Polar Great Power*, the creation of a short film by one of our thesis students on shark cage diving in New Zealand (available at: <https://www.youtube.com/watch?v=r35R3q4mI3s>), and news of current or recent postgraduate travel opportunities to, amongst other places, Taiwan, Brussels, France and Fiji.

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

Supporting the UC Graduate Profile:

The School of Business and Economics is about to sign a sponsorship agreement with the Christchurch branch of the Institute of Directors which will provide UC students with new opportunities to participate in the Institute's activities and to learn directly from practitioners about governance (as opposed to management) skills and roles. In accordance with its commitment to increasing experiential learning opportunities for students, the School is also hoping to install a 'live' UC trading room next year on the ground of the Business and Law building, which will be used for 'hands on' teaching and research purposes.

Meanwhile, the UC Centre for Entrepreneurship (UCE) is exploring the feasibility of introducing an 'elite' incubator/accelerator programme for 'established' start-ups that have a UC alumni connection. This programme will complement the UC summer start-up incubator programme run by the UCE, which supports new student ventures.

Executive Development Programme (EDP) Recruitment

EDP welcomed 55 new students to UC for the October intake (seven domestic, 48 full-fee). This was a 29% increase on the 2015 October intake and in line with budget. Both the MBIS and MPA intakes were higher than forecast which countered the lower than expected intake of MBM students. The drop in MBM applications is attributable to a number of factors including tightening of immigration regulations in India, variable employment outcomes of MBM graduates; agent practices and market reorientation towards qualifications that pathway directly into industry such as accounting and information systems. Conditional and unconditional offers for the January 2017 EDP intake are ahead of this time last year and EDP staff are working with IRO and agents to support these applicants through the admissions and enrolment process.

Alumni/Student News

Congratulations to the following UC Commerce Alumni:

- Rezza Baqae, former BCom Hons (Economics) student (2009), who has recently completed his PhD at Harvard, and has taken up an academic position at the London School of Economics.
- Neroli Austin, who has just completed her MCom in Economics and has been admitted to the DPhil. programme in Economics at Oxford University.

8.3 College of Engineering (Te Rāngai Pūkaha)

The Chemical and Process Engineering (CAPE) wing is now ready to be re-occupied by the department, albeit a few months behind schedule, and a full and complete programme of teaching and research is planned for 2017 after the occupants have moved back in. We are also commencing serious planning for the development of the new School of Product Design, with a clear programme and facilities programme being developed early in 2017, ready for the first intake in 2018.

A series of Health and Safety visits by College Executive teams to different departments has highlighted some excellent practise in the College. For example, staff in the new Structural Engineering Lab on Engineering Road, and also the High Voltage Lab, demonstrated high end industry-standard safety systems which will not only keep our people safe, but also introduce our students to the type of environment in which they will be working after graduation.

The student Formula SAE race car headed to Melbourne in the middle of November to take part in the international university design, build and Formula SAE race car competition which runs for four days. There are eight challenges to be undertaken, and the team is hoping their brand new-for-2016 car will bring home some prizes as they have done in the last few years. This year the team has included students from two Engineering departments and also the College of Business and Law, in a pan-university effort to raise the funding and build the car.

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

Earlier this year the Government announced significant changes to the contracting process for the provision of professional learning and development (PLD) for teachers in schools and early childhood centres. Education Plus in our College, one of the country's leading providers of professional development, has been working hard to position our team for the new contracting environment. We have been very successful in the first step which has required individual staff to apply to become an accredited facilitator of PLD. All 35 of our Education Plus staff have gained accreditation status (100% success rate has not been the case for other providers of PLD) and shows the strength of our staff in the provision of high quality PLD in the schooling sector.

At last month's College staff morning tea, we added our congratulations to Associate Professor Michael Tarren-Sweeney, School of Health Sciences, for his outstanding achievement in winning this year's UC Innovation Award. Prof Tarren-Sweeney received his award at the Chancellor's Dinner and UC Council Awards on 18 November.

The completion of the PVC's College Health and Safety College tours highlighted the excellent work being undertaken to ensure our staff and students are following rigorous Health and Safety procedures. In addition to office and teaching spaces, the tours included specialist areas in science education laboratories, technology teaching spaces, and sports sciences research and teaching labs.

Professor Angus Macfarlane, supported by the College's Te Rū Rangahau Māori Research Lab, led an excellent Māori Research Colloquium. The event attracted more than 80 staff and postgraduate students from across campus. Professor Russell Bishop, (Waikato University) began the symposium with a thought provoking presentation challenging researchers to encompass key imperatives of Māori research with some powerful messages in regards to the importance of dialogical relationships, conjoint collaborative understandings, and relevance of research for Māori communities.

8.5 College of Science (Te Rāngai Pūtaiao)

Excellent news is the success of five of our researchers and their collaborators in the 2016 Marsden award round. Associate Professor Michael Albrow and Professor Anthony Fairbanks of the Department of Chemistry, Professor Randy Grace from Department of Psychology, Dr Saurabh Bose in Physics and Chemistry and Associate Professor Daniel Stouffer from the School of Biological Sciences have been successful with their respective grant applications in the Marsden Awards which embody the most competitive and blue skies of our national research funding opportunities. Of course, a number of our researchers have been unsuccessful in this round also, and we acknowledge their work and commitment in engagement with this highly competitive process.

Our inaugural College of Science Research Linkages Showcase event on Friday 21 October was a great success. This event was an opportunity for colleagues and external end-user collaborators to hear about the work being done in partnership with end-user collaborators by our five nominees for the 2016 Research Linkages Award. The research embodied in the five presentations was as diverse as the nature of the end-user collaborators: from research on smoking behaviours with End Smoking New Zealand, to research on whitebait ecologies in long-term partnership with a broad group of collaborating end users and outreach partners including the Department of Conservation (DoC) and The Ministry for the Environment (MfE), to work on geothermal energy with Mighty River Power (now Mercury), to partner with the Ministry of Health in the GeoHealth Lab on geospatial health analytics, to collaboration with Fox Glacier Guides on monitoring glacier change. The range and depth of engagement with end-user collaborators reflects a deep commitment to making a difference – as well as doing excellent research.

A College of Science staff forum this month focused on RSIC Stage Two. As part of that forum, the RSIC Stage Two structural engineer from BECA, Andre Kirstein, gave a presentation outlining the nature of the structural design, in response to interest from College staff about the nature of the building.

The 2016 He Puna Pūtaiao outreach programme for year 10 Māori students is now well under way, with a range of activity during the last month, including a field trip to Te Waihora/Lake Ellesmere on 27 October. This flagship College outreach programme is now in its fourth year, and involves deep engagement with students, their whānau and teachers from [Cashmere High School](#), Lincoln High School, [Linwood College](#) and [Burnside High School](#). We are pleased and proud this year to have welcomed the first He Puna Pūtaiao 2013 alumnus as a student in the BSc.

9. Conclusion

The momentum that has built up during 2016 will carry the University into and through 2017. Built on several years of planning, negotiating and contracting, 2016 began to witness delivery – widespread and significant increases in student enrolments, research recognition and increased funding, building completions, increasing philanthropic support, stabilisation in staffing levels and so on. 2017 promises to be a demanding year in which we enrol a record number of new to UC students, relocate nearly 800 staff, complete and commission more than \$400m of new facilities and live within a challenging budget. The efforts that have been made and continue to be made are enormous, appreciated and increasingly respected by our stakeholders. The University of Canterbury community has much to be proud of and reason for growing confidence in its recovery, growth and transformation. Well done.

9.1 Appendix 1: Building Update

Overall

Across campus works continue at pace. The four main construction sites are busy and planning for summer refurbishments and upgrades is well advanced. Work is continuing safely with no major injuries reported across the sites for the last period.

Campus Construction Safety Group

The Campus Construction Safety Group continues to meet focussing on the construction projects and their Health and Safety implications on the University's day-to-day business and reputation.

The group is also focussing on the planned summer works, particularly those planned between the SBS car park and the rear of E8 and E9 which will require close cooperation and coordination between the various project teams and the respective contractors.

Current Building Status

Key Progress this month:

Major work

Regional Science and Innovation Centre (RSIC)

Fletcher continues to report that its Practical Completion date for RSIC Stage One, as per the periods in the Construction Contract, is 2 May 2017. Work on site is progressing well against that target.

Installation of the first fix of building services continues on all levels and is progressing well. At roof level, the waterproof membrane installation and the erection of the roof steelwork is 95% complete. The façade installation continues on the eastern building with Fletcher and Thermosash continuing to work closely on the installation programme. Delay in the installation of the façade are occurring due to availability of fixing trades, but is being managed within the programme with no current impact on the scheduled completion date.

The use of temporary building wrap remains to cover sections of the building where façade has not been installed to provide a weathertight environment. This has allowed the internal timber framing and plasterboard to be installed and assists in maintaining programme dates. This initiative has been taken on by Fletcher at its risk.

Internal wall framing continues on all levels of the east and west buildings and plasterboard installation progresses throughout. Second fix for services, fire, electrical, HVAC, lab gasses, started in November with services installation being the main driver of the critical path.

The tender for RSIC Stage Two (von Haast replacement) was received on 14 October with initial reviews of the price and non-price indicated a high level of confidence in maintaining programme and budget for this stage and RSIC as a whole.

Canterbury Engineering the Future (CETF)

The main challenge for the project team continues to be programme management and provision of delivery dates that can be maintained. The UC intervention to engage an independent programme consultant in a review and coaching role is ongoing. In addition, dialog is continuing with Hawkins to gain alignment over a number of contract administration issues, of which agreement of scope change is the most important.

A statement of occupation has been received for ECE and occupation by UC of all areas aside from two labs has been completed. Practical completion will be achieved once a number of warranty issues are resolved.

The works to install a gas detection alarm panel in the PC2 laboratory will be completed outside of the main contract works. The current forecast for the gas alarm panel is prior to Christmas.

The programmed handover date for Core remains at 22 December. Hawkins has cited a number of reasons for the delay. The external PM and contractor have defined all outstanding issues and priority items for resolution and this is subject to daily review as part of the ongoing risk management to ensure the completion date is achieved.

Hawkins have also been focusing on the Tranche Two (CNRE and MECH) programme and advises it has revised the programme and improved completion dates for both wings. A workshop to review the delivery dates has been scheduled for 10 November to provide greater certainty for both the contractor and UC. This is a major focus for our independent programme advisor.

Electrical Link Reclad

A tender was released on 7 October and closed on 4 November. Surprisingly about 40 people attended the site familiarisation tour. The building consent application was submitted in October. Unfortunately, three of the six respondents have declined to tender, citing awarding of other project works around Christchurch as the reason.

Relocation of the College of Education Health and Human Development – Rehua (ex-Commerce, NEB)

The project remains on track insofar as programme and budget is concerned.

Structural works to the North building are on schedule for completion on 5 December. South structural building works are five days behind schedule but this is manageable within the master program. Delivery of the terracotta façade tiles is on track although there remains some concern regarding a performance test that could delay initial installation. Installation of Fluid Viscous Dampers is proceeding in line with the program plan.

Recommendations from the independent programme facilitator reports continue to be implemented with development of project performance metrics, prompt resolution of extension of time claims, improved communication and early warning of delays.

Other Buildings/ Projects

UCSA

The demolition of the existing building is progressing well and is on track for completion by the end of December. The above ground demolition is now completed, with the below ground structure and services now being removed. The site has been well managed by Southbase with a high level of due diligence and care around high risk areas such as asbestos removals.

The UCSA Detailed Business Case was approved at the October UC Council meeting.

The project is still on track for the building to be operational by February 2019 and remains within the total approved Business Case budget.

Arts Centre

The main contractor onsite has issued an early warning of a programme delay. The Arts Centre's project manager has indicated that over the next month the Arts Centre and contractor are seeking to resolve the matter and provide some further clarity to UC.

The implications for UC of any delay are mainly around the movement of the Logie Collection and the completion of the Logie Gallery. The contractor has given assurances that the areas of the building that will be required for the UC decant from the main campus will be available in time to allow teaching to commence in February as planned.

Meanwhile fitout is continuing. Most of the internal wall linings are complete and are being painted.

Residential (Student) Accommodation

The PCG providing oversight of the student accommodation projects for UC has established a number of work streams. These are:

1. Demand and supply of beds

Capital Works is continuing to work on developing a high-level strategy, in providing block and stack diagrams for Dovedale campus in line with the PWC Demand Report recommendations. Applications for accommodation for 2017 are being closely monitored.

2. Postgraduate apartments at Dovedale

Following the approval of the Business Case for Dovedale Accommodation (Stage 1) Sonoda Extension, a tender has been completed and four companies have been shortlisted to provide a proposal for mid-November. The team is about to start tender evaluation.

3. St Nicholas Hall (Kirkwood Avenue Halls)

The Deed of Lease is now complete and executed with the handover date of 31 October achieved. A construction contract has been signed with Naylor Love and the site handed over. Work converting the facility to student accommodation has commenced, with the majority of work occurring inside the building.

4. Head leases and standalone houses

At the September PCG it was recommended that some of the current head-leased properties be released at the end of this year. This recommendation was endorsed and there are five properties due to expire in the December and January period that UC will not be renewing, with the landlords all informed accordingly. This situation is being monitored closely given high residential applications.

8. Upgrade of Existing Residential Halls

Holmes Consulting Group (HCG) has been engaged by UC to provide structural strengthening design solutions for the UC student accommodation blocks where previous strength assessments have indicated an earthquake strength of less than 67% of an equivalent new building. All buildings has previously been assessed as over 34% NBS, and this next step is being undertaken in order to identify works required in order to achieve Council policy of 67%+ NBS seismic strength.

Projects in planning this month

Projects that are currently in planning include:

- Kaikoura Field Station replacement
- Logie and Locke refurbishment
- Innovative Teaching Environments
- New Teaching spaces

9.2 Appendix 2: Upcoming Events Calendar: November –December

Date	Time	Venue	Event name	Primary purpose
Wed 23 - Friday 25 November	9am - 6pm	North Arts Lecture block	Annual Conference of the Association of Social Anthropology of Aotearoa	Conference
Friday 25 November	8am - 10am	Level 6, Matariki	Careers Advisors Breakfast	Recruit
Tuesday 29 November	5.30 - 8pm	TBA	EDP Information Evening (MBA - External/Industry)	Recruit
Thursday 8 December	1.30pm - 3.30pm	Sir Howard Morrison Performing Arts Centre, Rotorua	Faculty of Education	Retain
Wednesday 14 December	10am - 12pm	Horncastle Arena	Faculties of Engineering & Forestry and Arts	Retain
Wednesday 14 December	2pm - 4pm	Horncastle Arena	Faculty of Education	Retain
Thursday 15 December	9.30am - 12.30pm	Jack Mann Auditorium	Celebration for Māori Graduands	Retain
Thursday 15 December	4pm - 7pm	Undercroft Common Area	Pasifika April Graduation	Retain
Friday 16 December	10am - 12pm	Horncastle Arena	Faculty of Law, Commerce and Science	Retain

9.3 Appendix 3: Awards Lists: June-early November

June - Canterbury Youth Awards

Sean Ryan – part of The [Hurunui Youth](#) Council, winners of the [US Embassy New Zealand](#) Te Tohu Tokomaha Award!

Viane Makalio - Wayne Francis Charitable Trust Leadership Award.

Wesley Mauafu - [Canterbury District Health Board](#) & [All Right?](#) Commitment to Wellbeing Award.

Josiah Tualamali'i - Supreme Award for Christchurch sponsored by the [Christchurch City Council](#).

Fulbright Science and Innovation Graduate Awards.

Ethan Thomson from Christchurch will research ground motion simulation at Stanford University, as part of his PhD in Earthquake Engineering at the University of Canterbury. Ethan graduated with a BE (Hons) from the University of Canterbury in 2014. He previously attended Christchurch Boys' High School.

James Major from Christchurch will complete a Master of Engineering in Geological Sciences at Cornell University in New York. James graduated with a BSc from the University of Canterbury in 2015.

Distinguished Professor Jack Copeland received 2016 Covey award in recognition of his research in the field of Computing and Philosophy.

Aaron Stockdill received a Freemasons University Scholarship.

July - Gateway Antarctica:

Gabriela Roldan, PhD candidate, is awarded an [APECS Antarctic Travel Award](#), supported by Antarctic Science Ltd, to present her research at the SCAR Open Science Conference in August.

Professor Leon Philips awarded title of Emeritus Professor.

Joint Winner Norman F. B. Barry Foundation Emerging Innovator Award at the KiwiNet Research Commercialisation Awards - Dr Daniel Holland, University of Canterbury: *Mathematics plus measurements equals economic benefit*

Electricity Engineers' Association (EEA) Industry Awards.

Dr Sharee McNab received a merit award for best paper (non-member).

Ben Jar received a best student paper award.

August - Gateway Antarctic: Professor Bryan Storey receives a SCAR Visiting Professor Scheme award.

Tech Jumpstart competition

Kiwinet awards

A Point-Of-Care Device that tests for Blood Incompatibility

Dr Renwick Dobson (Biological Sciences) and Dr Volker Nock (Electrical and Computer Engineering).

Safelite: UCan assess cybersecurity

Dr Dongseong Kim and Fangcheng Jia, Computer Science and Software Engineering.

Design, Synthesis and Fabrication of Novel Batteries

Dr Deborah Crittenden, Chemistry.

The winner of the WNT Ventures prize

Rapid Electrochemical Sensing of the Chemical Oxygen Demand in Wastewater

Dr Aaron Marshall, Chemical and Process Engineering.

Kupe Scholarship awarded to Desma Koia.

2016 Parkin Drawing Prize awarded to Hannah Beehre.

Shirtcliffe Fellowship awarded to Jeremy Watson and Benjamin Wilson.

Scientific Committee on Antarctic Research Visiting Professor Award awarded to Professor Bryan Storey.

Dr Justin Morgenroth awarded the 2016 Early Career Scientist Award, one of the International Society of Arboriculture's (ISA) Awards of Distinction. Dr Morgenroth's research focuses on solving applied problems in forested landscapes with a specific focus on urban forests.

September –

Woolf Fisher Scholarship

UCSA Staff of the Year Awards

September – Lecturer of the Year (Grand Award): Associate Professor Alessandro Palermo.

Administrator of the Year: Annie Homewood.

Technical Staff of the Year: Garry Cotton.

Supervisor of the Year: Associate Professor Una Cunningham.

Lecturer of the Year – College of Business and Law: Dr Steve Agnew.

Lecturer of the Year – College of Engineering: Associate Professor Alessandro Palermo.

Lecturer of the Year – College of Arts: Associate Professor Mike Grimshaw.

Lecturer of the Year – College of Science: Professor Ian Shaw.

Lecturer of the Year – College of Science: Associate Professor Travis Horton.

Lecturer of the Year – College of Education, Health and Human Development: Dr David Winter.

Great Character of the Year: Associate Professor Alessandro Palermo.

Guiding Hand of the Year: Nicki Dabner.

Pink Cardigan Award: Dr Christina Stachurski.

Phylogenetic Tree Queen Award: Tammy Steeves.

Sharpest Hog of the Hedge Award: Dr Heidi Quinn.

Greatest Fruitburst Thrower Award: Dr Richard Lobb.

Jacqui Lyttle was named the New Zealand Risk Management Professional of the Year, jointly with the Chief Risk Officer of Infratil Ltd.

Lachlan Bartlett was runner-up prize of this year's Cochlear Graeme Clark Scholarship for Australia and New Zealand.

MBIE Smart Ideas

Solar energy capture and store, project leader Dr Aaron Marshall, Chemical and Process Engineering, College of Engineering.

Autonomous Forest Pruning and Data Collection, project leader Associate Professor Richard Green, Computer Science and Software Engineering, College of Engineering.

High temperature electrolytic titanium extraction from waste slag, project leader Associate Professor Matthew Watson Chemical and Process Engineering, College of Engineering.

A neuromorphic computer chip: computational hardware that works like the brain, project leader Professor Simon Brown, Physics and Astronomy, College of Science.

Maximising genetic diversity in endangered species, project leader Tammy Steeves, School of Biological Sciences, College of Science.

October

\$85K Challenge 2016 Prize Winners:

GRAND WINNER: Anteater- Peter Randrup, Rebecca De Prospro and Duncan Shand won \$15,000 in cash + \$5,000 PWC Financial Services.

RUNNER UP: Sonder Leather- James Richardson - \$10,000 + \$5,000 PwC Financial Services.

BEST PITCH: Sonder Leather- James Richardson - \$5,000.

BEST BUSINESS PLAN: Anteater- Peter Randrup, Rebecca De Prospro and Duncan Shand - \$2,500.

BEST APP: Relish- George Mander, Emma Walker, Hannah Sutherland, Aydin Arik, and Kaan Arik - \$10,000 + App Development Time with Smudge Apps.

SUSTAINABILITY AND SOCIAL ENTERPRISE AWARD: Mallu- Clive Antony, Meg Gerrard and Jess Langtry - \$2,500.

BUSINESS DEVELOPMENT AWARD: Intergrow- Felicity Powell -\$5,000 + C Lab Co Working Space + \$5,000 Cavell-Leitch Legal Services.

BUSINESS DEVELOPMENT AWARD: Mallu- Clive Antony, Meg Gerrard and Jess Langtry - \$600 Training & Beyond Xero Medium Subscription + \$2,500 Catalyst Services and Cloud Time.

BUSINESS DEVELOPMENT AWARD: The Pegboard Company- Tom Mackintosh and Toby Baker - \$600 Training & Beyond Xero Medium Subscription + \$5,000 Plato Creative Services.

BUSINESS DEVELOPMENT AWARD: Mecon- Todd Selak, Alan Watt, Sean Peraless and Josh Kerr - \$5,000 Powerhouse Services.

BUSINESS DEVELOPMENT AWARD:DBCycle- Mike Brophy - \$2,000 + \$1,000 Spark 240gb/mth Internet Dongle.

BUSINESS DEVELOPMENT AWARD: Peak to Plateau - Stefan Warnaar - \$5,000 Narrative Campaigns.

New Zealand Association of Graduate Employers (NZAGE) Industry Awards:

The UC Careers, Internships and Employment team won the award for Best Careers Service. This recognises best practice in recruitment, selection and development of graduate talent, and industry excellence.

Three companies with UC connections named in the top ten of the most promising early stage companies at the annual TIN100 Awards: Invert Robotics, CropLogic, and MARS Bio-imaging.

Heath Research Council (HRC) Awards. Distinguished Professor Geoff Chase received an established researcher award; Dr Jacki Henderson awarded with an emerging researcher award.

Professor Euan Mason recognised for his important contribution to the forestry industry, winning the award for his international quality science research at the 2016 Forest Science Awards.

UC Alumnus Professor Richard Payne. Richard received one of the 2016 Prime Minister's Prizes for Science. The Malcolm McIntosh Prize for Physical Scientist of the Year was awarded to Professor Payne from the University of Sydney's School of Chemistry, for his revolutionary drug development technologies that will help tackle health problems associated with various cancers, antibiotic resistance, malaria and tuberculosis. Professor Payne received his Bachelor of Science (Honours) (Chemistry) at UC in 2002.

Dr Anuj Misra awarded Indian National Science Academy (INSA) Young Historian of Science Award 2016.

Professors Misko Cubrinovski and Brendon Bradley awarded the American Society of Civil Engineers (ASCE) Norman Medal, the society's highest honour for a technical paper.

November

Margot Gibson was announced as a Rhodes Scholar. Margot completed a Bachelor of Laws (Hons) and BA in Feb this year. She is currently an intern with the NZ Embassy and Permanent Mission to the UN in Vienna.

Eight UC academics were awarded Marsden Fund research grants. The successful applicants were:

Associate Professor Michael Albrow – Counting the number and distribution of planets in the galaxy (\$870,000).

Associate Professor Daniel Stouffer – The importance of non-additive competition in diverse natural plant communities (\$795,000).

Professor Randolph Grace – An artificial algebra for implicit learning of Mathematical Science (\$705,000).

Dr Saurabh Bose – Brain inspired on-chip computation using self-assembled nanoparticles (\$300,000).

Dr Geoff Rodgers – Unique acoustic signatures to diagnose impending Dysfunction of Osteo-Mechanics (\$300,000).

Professor Rick Millane – New methods for imaging biological macromolecules using x-ray free-electron lasers (\$865,000).

Dr Lynn Clark – What is the Southland accent? (\$530,000).

Professor Antony Fairbanks – A new paradigm for organelle targeting (\$870,000).

9.4 Appendix 4: VC Activities

Past Events	
27 October 2016	<ul style="list-style-type: none"> • Attended a REANNZ Strategic Advisory Group Meeting via Teleconference
28 October 2016	<ul style="list-style-type: none"> • Hosted the UCSA Executive team for dinner at home
31 October 2016	<ul style="list-style-type: none"> • Attended the Treasury Crown Directors Breakfast • Met with the Chief Executive of Regenerate Christchurch, Ivan Iafeta
01 November 2016	<ul style="list-style-type: none"> • Hosted the Governance Oversight Group on Campus
09 November 2016	<ul style="list-style-type: none"> • Attended the CDC Summer Economic Update • Attended the UC Foundation Strategy Meeting
10 November 2016	<ul style="list-style-type: none"> • Met with Tom Hooper, CEO of the Christchurch Development Corporation
14 November 2016	<ul style="list-style-type: none"> • Hosted a Staff Forum
18 November 2016	<ul style="list-style-type: none"> • Attended the 2016 Chancellor's Dinner and UC Council Awards
22 November 2016	<ul style="list-style-type: none"> • Met with Simon Hickey the Global CEO of Campus Living Villages
23 November 2016	<ul style="list-style-type: none"> • Participated in the NZ Women In Leadership Alumni Symposium, as a member of the panel, on key challenges facing New Zealand universities • Attended a REANNZ Strategic Advisory Group Meeting via teleconference • Attended the NZ Women In Leadership Alumni Symposium dinner
24 November 2016	<ul style="list-style-type: none"> • Met with the incoming Chair of the MacDiarmid Institute, Dr Ray Thompson
25 November 2016	<ul style="list-style-type: none"> • Attended the Careers Advisors Breakfast • Attended the Canterbury Recovery Learning and Legacy Sponsors Group programme • Spoke at the Canterbury Deputy and Assistant Principals Conference
Upcoming Events	
28 November 2016	<ul style="list-style-type: none"> • Meeting with the Pacific Peoples Advisory Committee
05 December 2016	<ul style="list-style-type: none"> • Speaking at the Opening Ceremony of the Australian and New Zealand Marketing Academy's 2016 Conference
06 December 2016	<ul style="list-style-type: none"> • Introducing new Professors to SMT over lunch
07 December 2016	<ul style="list-style-type: none"> • Attending a Meeting of the Advisory Board to the Assistant Vice-Chancellor Maori and Ngai Tahu Research Centre
08 December 2016	<ul style="list-style-type: none"> • Attending a New Zealand Vice-Chancellor's Committee Meeting in Palmerston North • Attending a farewell dinner for Steve Maharey (Vice-Chancellor of Massey University)
09 December 2016	<ul style="list-style-type: none"> • Attending a UC Foundation in America Board Meeting via teleconference
13 December 2016	<ul style="list-style-type: none"> • Attending a morning tea for graduating international students • Attending an end of year function for the UC Foundation
14 December 2016	<ul style="list-style-type: none"> • Attending the Graduation Ceremony for faculties of Arts, Engineering, Forestry and Education
15 December 2016	<ul style="list-style-type: none"> • Attending the Graduation Dinner
16 December 2016	<ul style="list-style-type: none"> • Attending the Graduation Ceremony for faculties of Law, Commerce and Science
19 January 2016	<ul style="list-style-type: none"> • Providing the opening speech at the international conference on Biorefinery
23 January 2016	<ul style="list-style-type: none"> • Presenting a lecture titled 'Gown and Town' on the value that the University of Canterbury adds to Christchurch City at the International Partnership's Summer Programme

Report to the Council from a meeting of the
Finance, Planning and Resources Committee
held on Monday 21 November 2016

The Committee recommends:

1. International Tuition Fee – Master of Applied Data Science

That: Council approve tuition fees of:

- i) *Postgraduate Diploma in Applied Data Science - \$22,400*
- ii) *Master of Applied Data Science - \$32,600*

2. CAPEX Quarterly Summary Report

That: Council note the CAPEX Summary Report to 30 September 2016.

3. Philanthropic Trust Deed Update

That: Council:

- i) *Approve the revised Philanthropic Bond Trust Deed and approve the application of the University Seal.*
- ii) *Approve the signing the s.103 FMCA certificate if required.*

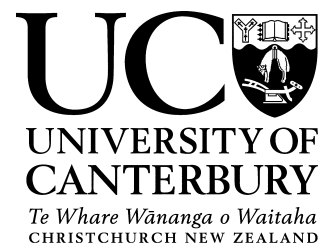
4. Campus Master Plan

That: Council note the 2016 Campus Master Plan.

Ms Catherine Drayton
Chair
Finance, Planning and Resources Committee

23 November 2016

Memorandum



To:	UC Council
From:	Lynn McClelland
Date:	23 November 2016
Subject:	International Tuition Fees –Applied Data Science
Purpose:	For information and approval

New international special programme

The Postgraduate Diploma in Applied Data Science and the Master of Applied Data Science programmes have been approved by CUAP since the International Fee paper was submitted to Council. Normally new programmes and courses would use the existing 2017 approved course based fee bands and therefore not require additional approval. However in this case it is requested that the following programmes be charged on the basis of a total programme fee thus overriding the approved course fee bands rates. This is to make it more attractive in the market, pricing the Postgraduate Diploma and the Masters at the same levels as Postgraduate Diploma in Business Information Systems and the Master of Applied Data Science of Business Information Systems. This pricing is supported by current international student interest.

Programme Name	Proposed 2017 International Tuition Fee
Postgraduate Diploma in Applied Data Science	\$22,400
Master of Applied Data Science	\$32,600

Summary Recommendations

New international tuition fees (outside of the approved international fee bands) and changes are recommended for the following new programmes:

1. Postgraduate Diploma in Applied Data Science \$22,400
2. Master of Applied Data Science \$32,600

Memorandum

Learning Resources

To:	Council
From:	Alex Hanlon, Director of Learning Resources
Date:	22 November 2016
Subject:	Quarter 3 (ending 30th September) 2016 CAPEX Report
Purpose:	To provide information

CAPEX Quarterly report

The Quarter 3 2016 report on the progress of all capital funded projects is attached for your information.

Recommendation

For information.



Alex Hanlon
Director, Learning Resources

Quarterly Capital Projects Report

LEARNING RESOURCES

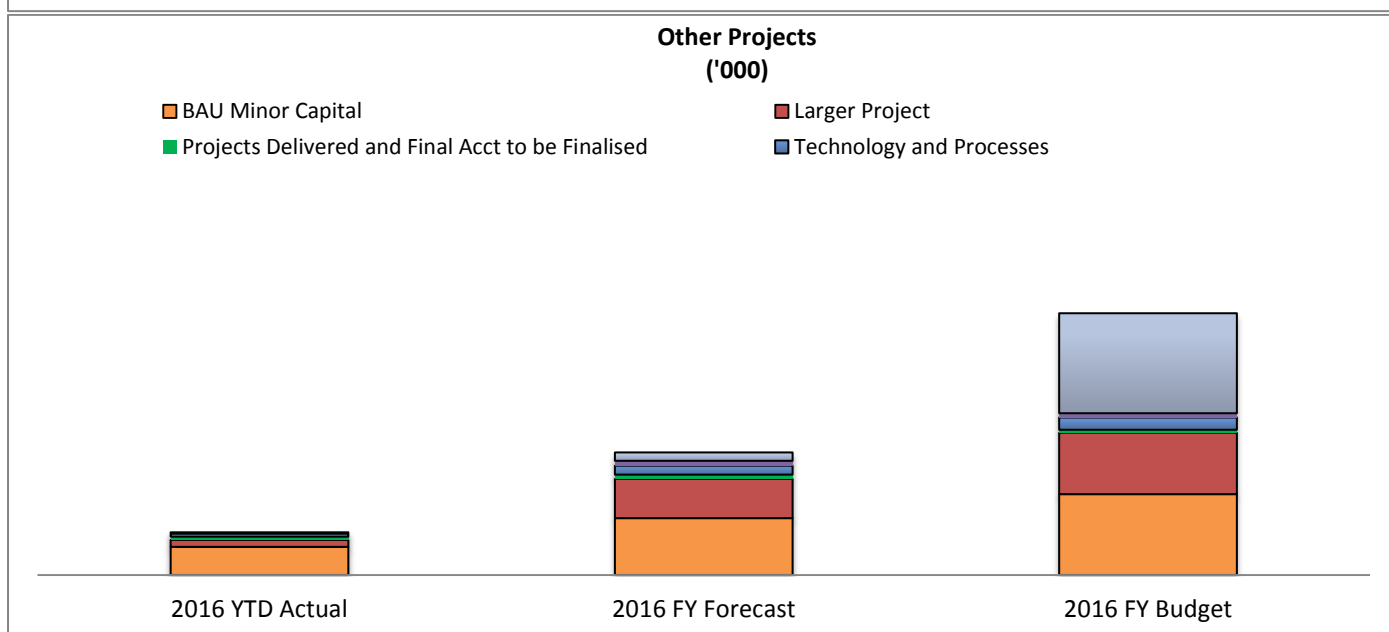
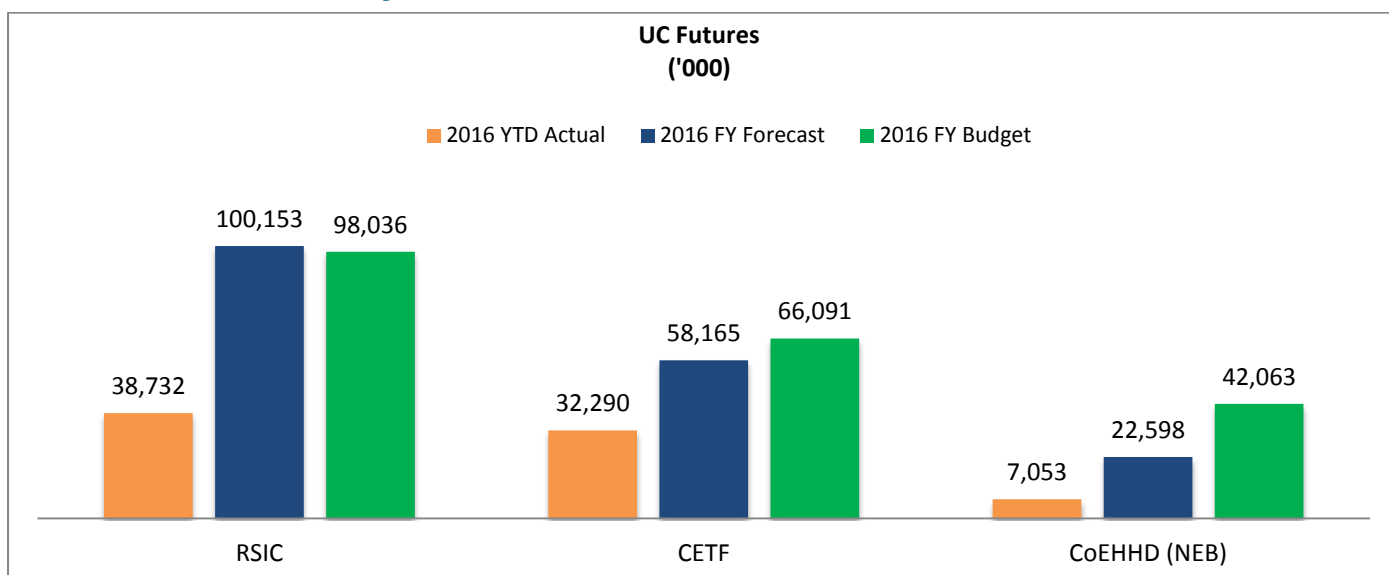
September 2016

Prepared by:	Sarah Guo, Genevieve Thornley & LR Project Managers
Prepared for:	Alex Hanlon
Date:	22 nd November 2016
Version:	3.0

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Executive Summary



	2016 YTD Actual	2016 FY Forecast	2016 FY Budget
BAU Minor Capital	6,682	13,504	19,206
Larger Project	1,635	9,322	14,601
Projects Delivered and Final Acct to be Finalised	788	1,020	701
Technology and Processes	693	2,129	2,923
Buildings and Services	167	1,150	1,000
Approvals in Principle	166	1,993	23,762
TOTAL	10,131	29,118	62,193

¹ 2016 FY Budget figures are as per the 2016 Capital budget as approved by UC Council in Nov 15. Project budgets would have been set based on the project/QS forecasts available at that time.

Overall position – LR capex

	YTD Total Project Actual a = b+c	YTD Opex Actual b	YTD Capex Actual c	YTD Capex Budget d	YTD Capex Variance e = d-c	2016 Budget f	% of Budget Spent	% of Yr elapsed	Notes
UC Futures	120,914,638	1,518,446	119,396,192	169,903,971	50,507,778	206,190,229	57.9%	75.0%	1
Other Projects	14,038,688	3,907,716	10,130,972	44,842,774	34,711,802	62,193,112	16.3%	75.0%	2
Total	134,953,326	5,426,162	129,527,164	214,746,745	85,219,581	268,383,341			
	-								
	2016 Total Project Forecast A = B + C	2016 Opex Forecast B	2016 Capex Forecast C	2016 Budget D	2016 Variance E = D-C	2016 Forecast % of Budget	Notes		
UC Futures	182,732,898	1,817,664	180,915,234	206,190,229	25,274,995	87.7%	3		
Other projects	29,118,257	3,321,461	25,796,796	62,193,112	36,396,315	41.5%	4		
Total	211,851,155	5,139,124	206,712,031	268,383,341	61,671,310				

Notes:

- Both CETF and NEB Quarter Three actuals are tracking behind budget, while RSIC Quarter Three actuals are \$2.8M higher than 2016 budget figures.
- Quarter Three spend on all other Learning Resources projects has been less than budgeted as Capital Works and ITS teams have worked to plan, while having also initiated the new PSR initiatives into their programme of works. A continuing challenge for both Capital Works and ITS teams is keeping to delivery schedules with so many initiatives already in-flight.
- CETF is currently forecasting that they will finish the year \$7.8M behind the budget due to significant programme delay. RSIC had an average spending around \$9.3M in Quarter Three, the project team is currently forecasting that they will finish the year \$2M over the budget. The NEB Implementation Business Case was approved by Council in June. The latest QS forecast for 2016 is \$22.6M, which is \$19.5M under the 2016 budget allocation.
- There is an increase in spend expected in the fourth quarters for Art Centre, UCSA Redevelopment, Kirkwood Hall projects and Minor Capital spend for Engineering Services and Information Technology Services. Learning Resources' projects are, however, forecast to finish the year under budget, due to the reprioritisation of the Long Term Capital Plan.
- At the time of writing, UCSA Redevelopment Detailed Business Case has received FPRC endorsement for Council approval in October.

Overall position – UC Capex

The reconciliation to the 30 September 2016 monthly report is as follows:

\$M Capex	YTD Capex Actual	YTD Capex Budget	2016 Capex Forecast	Financial Services Reduction	2016 Capex Forecast as per SMT Report
UC Futures	119,396,192	169,903,971	180,915,234	(\$23,699,234)	157,216,000
Other LR Projects	10,130,972	44,842,774	25,796,796	(\$13,620,796)	12,176,000
Colleges + Services Units	3,269,015	5,293,754			5,608,000
Total	132,796,179	220,040,499	206,712,031	(\$37,320,031)	175,000,000

This report only covers UC Futures Projects and Other Learning Resources Projects.

Capital Projects – In flight (excluding separately reported major projects)

Capital Projects Open \$000's	YTD Capex	KPI*	Total Project						Full year (2016)		
			Project To Date	Expected Project Cost	Project Budget	Variance	Contingency	Total Approved	Forecast	Budget	Var
Top Projects											
1 My UC - DVSMS	(1,998)		12,607	35,755	13,887	(21,868)	1,732	15,619	1,800	6,000	4,200
2 Electrical Link (EN17)	1,067		7,770	8,004	8,536	532	180	8,716	1,067	1,675	608
3 Electrical Link (EN17) - Recladding	376		376	5,491	4,634	(857)	857	5,491	600	-	(600)
4 Art Centre	1,641		2,099	4,552	4,389	(163)	163	4,552	3,256	1,968	(1,288)
5 UCSA Demo	-		892	1,825	2,009	185	183	2,193	1,521	-	(1,521)
6 UCSA Building	548		564	26,700	26,700	0	-	26,700	1,077	4,958	3,881
Buildings and services											
7 Kirkwood Hall (Student Accommodation)	50		213	2,863	2,567	(296)	384	2,951	1,033	1,000	(33)
8 UCSA Early Works Permanent Infrastructure Relocations	193		193	194	193	(1)	20	213	194	-	(194)
9 Other (Building Retentions and Accruals)	(76)		909	909	-	(909)	-	-	(76)	-	76
Technology and processes											
10 CS Gold Replacement	34		427	427	156	(271)	23	179	149	-	(149)
11 Copyright Compliance & Reporting	41		59	83	168	85	34	202	64	134	70
12 Skype for Business	240		736	1,584	1,500	(84)	84	1,584	622	969	346
13 Exam Manager	77		80	188	157	(31)	31	188	179	82	(97)
14 RIMS - Symplectic Elements	168		187	546	518	(27)	73	591	389	249	(140)
15 PeopleSoft v9.2 Upgrade	10		61	1,090	765	(325)	325	1,090	125	294	169
16 Online Experience Phase 3	123		215	1,841	1,681	(160)	210	1,891	601	1,196	595
Total Open Projects	2,495		27,389	92,052	67,860	(24,191)	4,299	72,159	12,602	18,524	5,923
17 Minor Capital	6,682		6,682						13,504	19,206	5,702
18 Closed Projects - Prior Years	788		199,410						1,020	701	(320)
19 Approvals in Principal	166		2,531						1,993	23,762	21,770
Total Project	10,131		236,013						29,118	62,193	33,075

KPI - Traffic Light

Green: Below Total Approval

Amber: Within 5% of Total Approval

Red: 5% + above of Total Approval

5 Year Forecast

Capital Projects Open \$000's	Total Project Forecast						
	Prior Years	2016	2017	2018	2019	2020	Total
Top Projects							
1 My UC - DVSMS	11,855	1,800	7,100	7,500	7,500	-	35,755
2 Electrical Link (EN17)	6,703	1,067	234	-	-	-	8,004
3 Electrical Link (EN17) - Recladding	-	600	4,891	-	-	-	5,491
4 Art Centre	453	3,256	842	-	-	-	4,552
5 UCSA Demo	107	1,521	196	-	-	-	1,825
6 UCSA Building	145	1,077	8,191	16,669	618	-	26,700
Buildings and services							
7 Kirkwood Hall (Student Accommodation)	166	1,033	1,664	-	-	-	2,863
8 UCSA Early Works Permanent Infrastructure Relocations	-	194	-	-	-	-	194
9 Other (Building Retentions and Accruals)	985	(76)	-	-	-	-	909
Technology and processes							
10 CS Gold Replacement	278	149	-	-	-	-	427
11 Copyright Compliance & Reporting	19	64	-	-	-	-	83
12 Skype for Business	415	622	547	-	-	-	1,584
13 Exam Manager	-	179	9	-	-	-	188
14 RIMS - Symplectic Elements	-	389	156	-	-	-	546
15 PeopleSoft v9.2 Upgrade	-	125	783	182	-	-	1,090
16 Online Experience Phase 3	-	601	1,241	-	-	-	1,841
Total Open Projects	21,126	12,602	25,854	24,351	8,118	-	92,052
17 Minor Capital	16,657	13,504	16,501	19,021	27,117	26,176	118,975
18 Closed Projects - Prior Years	198,396	1,020	36	-	-	-	199,452
19 Approvals in Principal	2,277	1,993	29,692	57,786	69,890	79,599	241,236
Total Project	238,456	29,118	72,083	101,158	105,125	105,775	651,715

Closed projects

The following table lists projects which have been closed in 2016.

Capital Projects Closed in 2016 \$000's		Total Project				Total Approved	Total Capitalised Project to Date
		Completed Project	Approved (Excl. Contingency)	Variance	Contingency		
Closed Projects							
1	Service Oriented Architecture (SOA) Gateway	678	747	69	149	896	542
2	UC FMIS Refresh Project	3,109	3,213	104	824	4,037	2,591
3	Forestry Admin & Lab Block - FO01A, B - FO01	10,280	10,493	214	241	10,734	10,278
4	Online Experience Phase 2	984	901	(84)	92	993	772

More details on individual capital project costs are included in Annex 1.

Please note that the future business cases have been removed from this report due to the overlap with the Council workplan.

Post Implementation Reviews (PIRs)

The following table summarises the progress of PIRs endorsed by the Audit and Risk Committee.

Review order	Code	Description	Reason for priority	PIR progress
1	IT031	UC FMIS refresh project	Diversity, timing, complex IT	In progress, target completion Nov-16
2	B1787	Forestry (EQ)	Size, risk	In progress, target completion Nov-16
3	B1857	Electrical link (and recladding)	Size, risk	TBC – postponed to commence after completion of recladding.
4	B1794	Geography staff	Size, risk	TBC.

Post Implementation Review updates:

SOA Gateway

This PIR was provided to the Audit and Risk Committee in August.

UC FMIS refresh project

This PIR is still underway. The submission of this PIR to the Audit and Risk Committee in November 2016

Forestry (EQ)

This PIR plan is being prepared for submission to the Audit and Risk Committee in November 2016.

UC Futures

The original business case forecasts are shown below.

Cashflow \$000's	2013	2014	2015	2016	2017	2018	2019	Total
RSIC	4,890	19,710	65,433	54,635	32,881	28,433	6,517	212,500

Cashflow \$000's	2013	2014	2015	2016	2017	Total
CETF	2,960	13,860	84,760	39,020	2,200	142,800

Cashflow \$000's	2013	2014	2015	2016	2017	Total
Relocation of the College of Education - New Education Building	-	27	21,209	27,903	5,861	55,000

UC Futures Projects Financial Summary

Capital Projects Open \$000's	YTD Capex	Total Project					Full year (2016)		
		Project To Date	Expected Project Cost	Project Budget	Variance	Contingency	Forecast	Budget	Var
RSIC									
Regional Science and Innovation Centre	66,489	108,855	216,756	216,000	(756)	11,820	100,153	98,036	(2,117)
CETF									
Canterbury Engineering the Future	43,250	103,902	146,495	144,280	(2,215)	5,350	59,983	66,091	6,109
NEB									
College of Education, Health and Human Development Relocation Project	9,658	19,175	79,314	79,332	18	4,400	22,598	42,063	19,465
Total UC Futures	119,396	231,933	442,565	439,612	(2,953)	21,570	182,733	206,190	23,457

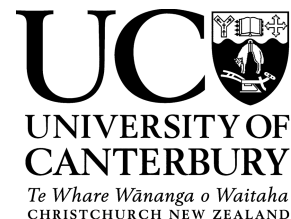
Capital Projects Open \$000's	Total Project Forecast						
	Prior Years	2016	2017	2018	2019	2020	Total
RSIC							
Regional Science and Innovation Centre	42,354	100,153	45,482	26,363	2,254	150	216,756
CETF							
Canterbury Engineering the Future	59,173	59,983	27,339	-	-	-	146,495
NEB							
College of Education, Health and Human Development Relocation Project	9,491	22,598	47,226	-	-	-	79,314
Total UC Futures	111,018	182,733	120,048	26,363	2,254	150	442,565

Annex 1 – Detailed project financials

Capital Projects - Expenditure Schedule
as at: September 2016

Project name	Project number	PM	Prior Yrs CAPEX	Prior Yrs Opex	2016 Project costs from general ledger				2016 Project \$			Project Figures					Project Cash Flow Forecast					Oracle Budget Figures					
					Costs to end of previous financial year	September 2016 YTD CapexCosts	September 2016 YTD OpexCosts	Life to date Actual costs	2016 Project Forecast Spend	2016 Budget As per Oracle Does not change	2016 Expected Variance	Total Authorised Project \$ Value	Authorised Project Contingency	Authorised Project Cost	Expected Project Cost	Variance	Balance brought forward from previous years	2016	2017	2018	2019	2020	2016 Annual Budget As per Oracle Does not change	2016 Variance			
Summary																											
a	Project Capex - Open			17,532,003	3,594,468	21,126,471	2,494,847	3,767,979	27,389,298	12,601,504	18,524,169	5,922,665	72,159,124	4,698,901	67,460,223	92,051,534	(24,591,311)	21,126,471	12,601,504	25,854,166	24,350,985	8,118,409	-	18,524,169	5,922,665		
b	Minor Capital			16,644,562	11,988	16,656,550	6,682,118	-	6,682,118	13,503,749	19,205,957	5,702,208	-	-	-	-	-	16,656,550	13,503,749	16,500,657	19,021,159	27,116,889	26,175,955	19,205,957	5,702,208		
c	Approvals in Principle			1,059,992	1,242,040	2,302,033	166,318	62,751	2,531,102	1,992,569	23,762,307	21,894,738	-	-	1,105,500	-	-	2,276,880	1,992,569	29,692,179	57,785,593	69,889,857	79,599,053	23,762,307	21,769,738		
d	Project Capex - Closed			193,051,673	5,494,088	198,545,760	787,688	76,986	199,410,434	1,020,435	700,674	(319,761)	149,569,357	4,410,467	145,158,890	199,324,504	(2,389,456)	198,396,097	1,020,435	35,911	-	-	-	700,674	(319,761)		
	Total			228,288,230	10,342,584	238,630,814	10,130,972	3,907,716	236,012,952	29,118,257	62,193,107	33,199,850	221,728,481	9,109,368	213,724,613	291,376,038	(26,980,767)	238,455,998	29,118,257	72,082,913	101,157,737	105,125,155	105,775,008	62,193,107	33,074,850		
LR Budget (Total Excluding RSIC & CETF & NEB)																											
							10,130,972	3,907,716	236,012,952	29,118,257	62,193,107	33,199,850	221,728,481	9,109,368	213,724,613	291,376,038	(26,980,767)	238,455,998	29,118,257	72,082,913	101,157,737	105,125,155	105,775,008	62,193,107	33,074,850		
(a) Project Capex																											
Largest Project Approvals																											
	My UC - DVSMS	L0098	Philip F	10,512,339	1,342,705	11,855,043	(1,997,975)	2,749,932	12,607,000	1,800,000	6,000,000	4,200,000	15,619,000	1,732,000	13,887,000	35,755,043	(21,868,043)	11,855,043	1,800,000	7,100,000	7,500,000	7,500,000	-	6,000,000	4,200,000		
	Electrical Link (EN17)	B1857	Ian S	6,618,788	84,093	6,702,880	1,067,425	-	7,770,306	1,067,426	1,675,048	607,622	8,715,685	179,731	8,535,954	8,004,418	531,536	6,702,880	1,067,426	234,111	-	-	-	-	1,675,048	607,622	
	Electrical Link (EN17) - Recladding	B1857R	Ian S	-	-	-	376,131	-	376,131	599,959	-	(599,959)	5,491,000	857,000	4,634,000	5,491,000	(857,000)	-	599,959	4,891,041	-	-	-	-	-	(599,959)	
	Art Centre	B1846	Lucy Eng	434,452	18,986	453,439	1,641,370	4,259	2,099,067	3,256,140	1,968,263	(1,287,877)	4,551,588	162,850	4,388,738	4,551,587	(162,849)	453,439	3,256,140	842,009	-	-	-	-	1,968,263	(1,287,877)	
	UCSA Demo	B1785D	David W	-	107,241	107,241	-	784,424	891,665	1,521,461	-	(1,521,461)	2,192,640	183,200	2,009,440	1,824,670	184,770	107,241	1,521,461	195,968	-	-	-	-	-	(1,521,461)	
	UCSA Building	B1785	David W	-	144,636	144,636	548,034	(129,000)	563,670	1,076,957	4,957,850	3,880,893	26,700,000	400,000	26,300,000	26,700,000	(400,000)	144,636	1,076,957	8,191,012	16,668,985	618,409	-	4,957,850	3,880,893		
	Five Largest Project Approvals Total			17,565,578	1,697,661	19,263,239	1,634,985	3,409,615	24,307,839	9,321,944	14,601,161	5,279,218	63,269,913	3,514,781	59,755,132	82,326,718	(22,571,586)	19,263,239	9,321,944	21,454,141	24,168,985	8,118,409	-	14,601,161	5,279,218		
Buildings and services																											
	Kirkwood Hall (Student Accommodation)	B1848	Sonia B	-	166,234	166,234	50,214	(3,250)	213,198	1,032,662	1,000,000	(32,662)	2,951,000	384,000	2,567,000	2,863,214	(296,214)	166,234	1,032,662	1,664,318	-	-	-	-	1,000,000	(32,662)	
	UCSA Early Works Permanent Infrastructure Relocations	B1981	David W	-	-	-	192,979	-	192,979	193,575	-	(193,575)	213,000	20,000	193,000	193,575	(575)	-	193,575	-	-	-	-	-	-	(193,575)	
	EQR projects don't included in LR Capex Report	Quak3		(1,341,481)	1,282,300	(59,182)	-	-	(59,182)	-	-	-	-	-	(59,182)	59,182	(59,182)	-	-	-	-	-	-	-	-	-	
	Infrastructure EQ Works 53711 - UN00	B1739		-	-	-	28,039	-	28,039	28,039	-	(28,039)	-	-	-	28,039	(28,039)	-	28,039	-	-	-	-	-	-	(28,039)	
	Old Maths Rutherford, Von Hasst Prior Yr EQR - LR Other	OldM		3,555	131,613	135,168	-	-	135,168	-	-	-	-	-	-	135,168	(135,168)	135,168	-	-	-	-	-	-	-	-	
	Building Retentions	B9999	Annual	760,897	-	760,897	(103,927)	-	656,970	(103,927)	-	103,927	-	-	-	656,970	(656,970)	760,897	(103,927)	-	-	-	-	-	-	103,927	
	CWRKs Accruals	B1829		-	148,359	-	-	-	148,359	-	-	-	-	-	-	148,359	(148,359)	-	148,359	-	-	-	-	-	-	-	
	Buildings and services Total			(428,671)	1,580,147	1,151,476	167,305	(3,250)	1,315,531	1,150,349	1,000,000	(150,349)	3,164,000	404,000	2,760,000	3,966,143	(1,206,143)	1,151,476	1,150,349	1,664,318	-	-	-	-	1,000,000	(150,349)	
Technology and processes																											
	CS Gold Replacement	L0118	Emma dL	135,032	142,756	277,788	33,645	115,336	426,769	148,981	-	(148,981)	179,000	23,000	156,000	426,769	(270,769)	277,788	148,981	-	-	-	-	-	-	(148,981)	
	Copyright Compliance & Reporting	L0213	Emma dL	4,546	14,174	18,720	40,684	-	59,403	63,980	134,000	70,020	201,800	33,633	168,167	82,700	85,467	18,720	63,980	-	-	-	-	-	134,000	70,020	
	Skype for Business	L0180	Vincent J	255,517	159,731	415,248	240,318	80,116	735,682	622,070	968,508	346,438	1,584,070	84,410	1,499,660	1,584,070	(84,410)	415,248	622,070	546,752	-	-	-	-	-	968,508	346,438
	Exam Manager	L0260	Jeremy F	-	-	-	76,645	3,724	80,368	178,954	82,000	(96,954)	187,900	31,317	156,583	187,900	(31,317)	-	178,954	8,946	-	-	-	-	-	82,000	(96,954)
	RIMS - Symplectic Elements	L0261	Elaine W	-	-	-	168,118	18,978	187,096	389,401	249,000	(140,401)	591,390	73,011	518,379	545,852	(27,473)	-	389,401	156,451	-	-	-	-	-	249,000	(140,401)
	PeopleSoft v9.2 Upgrade	L0262	Vincent J	-	-	-	9,988	51,484	61,472	125,182	294,000	168,818	1,090,084	324,716	765,368	1,090,085	(324,717)	-	125,182	782,903	182,000	-	-	-	-	294,000	168,818
	Online Experience Phase 3	L0264	Debbie J	-	-	-	123,160	91,976	215,136	600,642	1,195,500	594,858	1,890,967	210,033	1,680,934	1,841,297	(160,363)	-	600,642	1,240,655	-	-	-	-	-	1,195,500	594,858
	Technology and processes Total			395,096	316,660	711,756	692,557	361,615	1,765,927	2,129,211	2,923,008	793,797	5,725,211	780,120	4,945,091	5,758,673	(813,582)	711,756	2,129,211	2,735,707	182,000	-	-	-	2,923,008	793,797	
	Project Capex - Open Total			17,532,003	3,594,468	21,126,471	2,494,847	3,767,979	27,389,298	12,601,504	18,524,169	5,922,665	72,159,124	4,698,901	67,460,223	92,051,534	(24,591,311)	21,126,471	12,601,504	25,854,166	24,350,985	8,118,409	-	18,524,169	5,922,665		
(b) Minor Capital																											
	Library - Information Resources	LIBS	Anne S	6,527,061	-	6,527,061	2,539,266	-	2,539,266	3,394,560	3,818,880	424,320	-	-	-	-	-	6,527,061	3,394,560	4,053,943	4,245,070	4,471,751	4,723,133	3,818,880	424,320		
	Library - Art Purchases	LIBA	Anne S	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Engineering Services - Minor Capital	ENGS	Rob O	5,540,200	-	5,540,200	2,148,673	-	2,148,673	4,269,720	4,269,720	-	-	-	-	-	-	5,540,200	4,269,720	4,361,193	4,442,217	4,531,061	4,621,682	4,269,720	-		
	Engineering Services - H&S Campus Safety	ENG H&S	Rob O	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	ITS - Equipment	ITSM	Andy K	3,915,502	11,988	3,927,490	1,042,556	-	1,042,556	3,002,512	3,607,406	604,894	-	-	-	-	-	3,927,490	3,002,512	3,384,310	2,119,020	8,812,641	8,855,869	3,607,406	604,894		
	Campus Services	CMPS	Michael O	645,209	-	645,209	592,159	-	592,159	1,400,000	1,458,538	58,538	-	-	-	-	-	645,209	1,400,000	648,500	1,831,761	2,404,677	1,037,144	1,458,538	58,538		
	Campus Services - Supporting Remediation	DMED	Michael O	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
	Campus Services - Fleet	CMPS F	Michael O	-	-	-	359,465	-	359,465	365,976	365,976	-	-	-	-	-	-	-	365,976	-	-	-	-				

Memorandum



Financial Services

Office: Room 609, Matariki
Extension: 93454
Email: keith.longden@canterbury.ac.nz

To:	Council
From:	Keith Longden
Date:	22 November 2016
Subject:	Philanthropic Trust Deed Amendment Financial Markets Conduct Act 2013 and Financial Markets Conduct Regulations 2014
Purpose:	For approval
Attached:	FMCA s.103 certificate Trust Deed Amendment Compliance opinion from Chapman Tripp

Introduction

The introduction of the Financial Markets Conduct Act 2013 (FMCA or the Act) and Financial Markets Conduct Regulations 2014 (the Regulations) has meant that the Trust Deed for the University's Philanthropic Bond needs refreshing for the new legislation. Trustee Executors Limited, our Bond Trustee, have also indicated that they require the Trust Deed to be updated for these changes.

The FMCA replaces the Securities Act 1978, under which the University's original bond offer was made, and whose requirements are reflected in the existing Bond documentation, including the Trust Deed.

The changes are of a technical nature, with wording amendments to reflect the Act and Regulations. In adopting the amended Trust Deed there is no additional onus on the University beyond that already imposed by the FMCA as a consequence of having the Philanthropic Bond listed on the NZX.

The draft has been reviewed and agreed between Chapman Tripp, acting on behalf of the University, by Trustee Executors Limited's legal advisors, and by NZX. A legal opinion from Chapman Tripp, advisors to the University, on compliance with the FMCA has been obtained in accordance with clause 2.2(b) of the Deed of Variation and Restatement. A copy is attached for information. The opinion notes that the Trust Deed could be interpreted as being inconsistent with the FMCA, but that the Trust Deed provides a lesser level of enforceability of bondholder rights, and that the FMA is accepting of this divergence.

The next step is for Council to approve the amended document and submit it to the Financial Markets Authority by 30 November 2016.

Discussion

The documents to sign are:

- the deed of variation and restatement – this sets out the reason for the amendment; the agreement to the amendments by the Supervisor and the University (no bondholder consultation is required); the conditions precedent being that the certificate under s.103 is signed off (see below) and a legal opinion on compliance of the restated deed with the FMCA is obtained (see previously); and

- a certificate to meet the requirements of s.103 FMCA 2013 – this confirms that the University and Trustee have prepared a Trust Deed that complies with the FMCA 2013, specifically sections 104 – 106.

The provisions of sections 103 – 106 are reviewed in Appendix 2 to this memorandum, and have been complied with in the drafting of the Trust Deed, as evidenced.

Next steps

The two documents require the signature of two members of Council on behalf of Council, and the University Seal affixing to the Deed of Variation and Restatement.

Recommendation:

Council to approve and sign the revised Philanthropic Bond Trust Deed and apply the University Seal.

Council to approve and sign the s.103 FMCA certificate.

Keith Longden
Executive Director, Chief Financial Officer

Appendix – review of relevant sections of Financial Markets Conduct Act 2013

Section	Text	Comment
103	Need for governing document and supervisor for regulated offer of debt security	Main title
103(1)	A person must not make a regulated offer of a debt security unless—	UC has made a regulated offer of a debt security.
103(1)(a)	there is a trust deed for the debt security that— (i) complies with sections 104 to 106; and	See commentary below.
	(ii) is lodged with the Registrar with a certificate from the issuer and supervisor to the effect that the trust deed complies with those sections on the basis set out in the certificate; and	Filing requirements.
103(1)(b)	there is a licensed supervisor— (i) who is designated or appointed as the trustee under the trust deed for the debt security (or under the Financial Markets Supervisors Act 2011); and (ii) whose licence covers supervision of the debt security.	The licensed supervisor (using the new terminology required under the FMCA, previously “Trustee”) is Trustee Executors Limited. Trustee Executors Limited are licensed to cover the supervision of the University’s debt security.
103(2)	A reference in this subpart to—	
103(2)(a)	a trust deed is a reference to the trust deed required by subsection (1); and	Clarification of references.
103(2)(b)	a debt security is a reference to a debt security offered under a regulated offer.	Clarification of references.
103(3)	The issuer of the debt security must ensure that there continues to be a trust deed and licensed supervisor as required by subsection (1) until the debt security is cancelled, redeemed, or forfeited, or all of the obligations owing under the debt security have been discharged.	Requirement of the issuer to ensure a trust deed and licensed supervisor is maintained.
104	Contents of trust deed for debt securities	Main title.
104(1)	A trust deed for a debt security must provide that the following are held in trust by the supervisor for the benefit of the holders of the debt security:	Minimum requirements for trust deed contents signalled.
104(1)(a)	the right to enforce the issuer’s duty to repay, or to pay interest, under the terms of the debt security; and	Clause 3.2.1
104(1)(b)	any charge or security for repayment; and	Clause 3.2.2

Section	Text	Comment
104(1)(c)	the right to enforce any other duties that the issuer, any guarantor, and any other person have under— (i) the terms of the debt security; or (ii) the provisions of the trust deed or this Act in relation to the debt security.	Clause 3.2.3
104(2)	Subsection (1) does not prevent a holder of a debt security from enforcing the issuer's duty to repay, or to pay interest, or any other duties that the issuer, any guarantor, or any other person owes to the holder.	See Chapman Tripp opinion. The Trust Deed permits a lesser level of enforceability.
104(3)	The trust deed is treated as containing any provision that is implied into it by or under this Act.	Provisions of the Act are included implicitly in trust deed.
104(4)	The trust deed must also provide adequately for all of the matters required to be contained in it by section 105 and the regulations.	See below.
104(5)	The trust deed must provide for the contents required by this section in accordance with the frameworks and methodologies specified in notices issued by the FMA under subpart 4 of Part 9 (if any).	Only applies where a special notice under Part 9 is issued under the FMCA by the FMA. Does not apply here (no such notice issued).
105	Limits on permitted exemptions and indemnities	Main title
105(1)	If a supervisor of a debt security has any rights to be indemnified in relation to the performance of the supervisor's licensee obligations (as defined in section 4 of the Financial Markets Supervisors Act 2011), those rights—	Provisions in relation to any exemption or indemnity of Supervisor.
105(1)(a)	must be set out in the trust deed for the debt security; and	Clause 36.1 – Supervisor is not indemnified or exempted for breach of trust. Clause 39 – Supervisor is indemnified for expenses, losses and liabilities reasonably sustained in carrying out their duties as Supervisor, but which is limited to those obligations under specified parts of the trust deed (clauses 32.4.1 – duty to be honest, act with integrity, diligent; and 32.5 – exercise professional standard of care).
105(1)(b)	are available only in relation to the proper performance	See above.

Section	Text	Comment
	of the duties under sections 112(1) and 113.	
105(2)	No other agreement has any effect to the extent that it purports to confer a right of a kind set out in subsection (1).	There are no other agreements with Trustee Executors Limited in relation to their supervision of the bond.
106	Trust deed must be legally enforceable	Main title.
	A trust deed for a debt security must be contained in 1 or more documents that are legally enforceable as between the supervisor, the issuer of the debt security, and the product holders.	See Chapman Tripp opinion. The Trust Deed permits a lesser level of enforceability.

UNIVERSITY OF CANTERBURY

CERTIFICATE OF COMPLIANCE

(section 103(1)(a)(ii) of the Financial Markets Conduct Act 2013)

We refer to the trust deed for issue of bonds dated 5 October 2009 (as amended and replaced on 29 November 2012 and most recently amended and restated by deed dated 30 November 2016) (the *Trust Deed*) between University of Canterbury as issuer and Trustees Executors Limited as supervisor.

This is a certificate for the purposes of section 103(1)(a)(ii) of the Financial Markets Conduct Act 2013 (*FMCA*). We certify that the Trust Deed complies with sections 104 to 106 of the FMCA on the basis that:

- (a) the Trust Deed contains the provisions required by sections 104 and 105 of the FMCA; and
- (b) we have obtained a legal opinion from the legal advisers to the Issuer which provides that the Trust Deed complies with sections 104 to 106 of the FMCA.

Dated 2016

University of Canterbury by:

Trustees Executors Limited by:

Authorised Signatory

Authorised Signatory

Name:

Name:

Authorised Signatory

Authorised Signatory

Name:

Name:

in the presence of:

in the presence of:

Name:

Name:

Occupation:

Occupation:

Address:

Address:

Deed of Variation and Restatement of Trust Deed for the Issue of Bonds

University of Canterbury

Trustees Executors Limited

DEED OF VARIATION AND RESTATEMENT OF TRUST DEED FOR ISSUE OF BONDS

Date:

PARTIES

University of Canterbury (the *University*)

Trustees Executors Limited (the *Supervisor*)

BACKGROUND

- A The University and the Supervisor are parties to a Trust Deed for Issue of Bonds (First Amendment) dated 29 November 2012 (the *Existing Trust Deed*) which amended and replaced a prior like deed dated 5 October 2009.
- B The Existing Trust Deed is required to be varied to reflect the requirements for trust deeds in the Financial Markets Conduct Act 2013 (the *FMCA*) and the Financial Markets Conduct Regulations 2014.
- C Clause 41.2.5 of the Existing Trust Deed entitles the University and the Supervisor, without any authority or assent on the part of the Bondholders, to make any modification or addition to any Transaction Document:
- C.1 if in the opinion of the Supervisor the amendment or addition is necessary or expedient to comply with, or is in consequence of or consistent, with any law; and
- C.2 the University and the Supervisor are each of the opinion that the amendment is not, and is not likely to become, materially prejudicial to the interests of the Bondholders.
- D The University, as is evidenced by its execution of this deed, being of the opinion referred to in paragraph C.2 of the Background above, agrees to the modifications and additions to the Existing Trust Deed effected by this deed.
- E The Supervisor, as is evidenced by its execution of this deed, being of the opinions referred to in paragraphs C.1 and C.2 of the Background above, agrees to the modifications and additions to the Existing Trust Deed effected by this deed.

BY THIS DEED the parties agree as follows:

1 DEFINITIONS

In this deed, unless the context requires otherwise:

Effective Date means 30 November 2016 or such earlier date the University elects as the effective date for the University's offer of Bonds for the purposes of clause 19 of Schedule 4 of the FMCA.

Existing Trust Deed shall have the meaning given to that term in paragraph A of the Background.

Restated Deed means the Existing Trust Deed as amended and restated by this deed and attached as the Schedule to this deed.

Terms defined in the Existing Trust Deed shall have the same meanings when used in this deed.

2 AMENDMENT AND RESTATEMENT

- 2.1 Subject to the Supervisor having first notified the University in writing that it has received and found satisfactory to it in form and substance the documents referred to in clause 2.2 the parties agree that with effect from the Effective Date, the Existing Trust Deed will for all purposes be amended and restated in the form set out in the Restated Deed.
- 2.2 This Agreement is conditional on the University delivering to the Supervisor all of the following in a form and substance reasonably satisfactory to the Supervisor:
- (a) a certificate for the purposes of s 103 of the Financial Markets Conduct Act 2013; and
 - (b) a legal opinion from the University's solicitors on the compliance of the Restated Deed with the Financial Markets Conduct Act 2013 and Financial Markets Conduct Regulations 2014.

3 EFFECT OF VARIATION AND RESTATEMENT

The variations to the Existing Trust Deed in the Restated Deed will not limit or materially prejudice in any way any of the parties' rights and obligations under the Existing Trust Deed that arose or accrued prior to the Effective Date.

4 COUNTERPARTS AND FACSIMILE EXECUTION

This deed may be executed in two counterparts, each of which shall be deemed an original, but all of which together shall constitute the same instrument when transmitted to the other party under this clause 4. The transmission by facsimile or scanning by a party to the other party of a signed counterpart copy of this deed, or facsimile or scanned copy of this deed, shall be deemed proof of signature of the original and the signed facsimile or scanned copy so transmitted shall be deemed an original and for the purposes of section 9 of the Property Law Act 2007 shall constitute delivery.

5 GOVERNING LAW

This deed is governed by and is to be construed in accordance with New Zealand law and the parties submit to the non-exclusive jurisdiction of the New Zealand courts.

EXECUTION

UNIVERSITY OF CANTERBURY by:

Authorised signatory

Name:

Authorised signatory

Name:

in the presence of:

Name:

Occupation:

Address:

TRUSTEES EXECUTORS LIMITED by:

Authorised signatory

Name:

Authorised signatory

Name:

in the presence of:

Name:

Occupation:

Address:

21 November 2016

Trustees Executors Limited
Level 5, 10 Customhouse Quay
PO Box 10-519
Wellington 6143
New Zealand

FROM: Nick Letham
DIRECT: +64 3 353 0024
MOBILE: +64 27 204 7323
EMAIL: nick.letham@chapmantripp.com
PARTNER: Alister McDonald
REF: 100219406/913119.5

University of Canterbury
Private Bag 4800
Christchurch 8140

by email

UNIVERSITY OF CANTERBURY - AMENDED AND RESTATED TRUST DEED FOR THE ISSUE OF BONDS

Background

- 1 We have acted as legal advisors to the University of Canterbury in connection with a trust deed for the issue of bonds dated 5 October 2009 (as amended and replaced on 29 November 2012) between the University of Canterbury (the *Issuer*) and Trustees Executors Limited (the *Supervisor*) as it is to be amended and restated in the form accompanying this letter (the *Trust Deed*).
- 2 This letter sets out our opinion on the compliance of the Trust Deed with the Financial Markets Conduct Act 2013 (*FMCA*), the Financial Markets Conduct Regulations 2014 and the NZX Main Board/Debt Market Listing Rules (together the *Relevant Laws*).

Opinion

- 3 Subject to the qualifications set out below, we are of the opinion that the Trust Deed will (once amended and restated) comply with the Relevant Laws and, without limiting the foregoing, sections 104 to 106 of the FMCA.

Qualifications

- 4 This opinion is given subject to the following qualifications.

4.1 We note that:

- (a) section 104(2) of the FMCA states that the requirement for the trust deed to provide that certain enforcement rights against the issuer are held in trust by the supervisor does not prevent the product holder from enforcing those rights against the issuer; and

- (b) section 106 of the FMCA states that the trust deed must be legally enforceable as between the supervisor, the issuer and the product holders,

whereas clause 3.3 of the Trust Deed states that no bondholder may enforce any of the rights and remedies under the Trust Deed directly against the Issuer, except in limited circumstances.

In our view, the better interpretation of clause 3.3 of the Trust Deed is that it is not inconsistent with sections 104(2) and 106, but we acknowledge it is possible to read clause 3.3 as being inconsistent with those provisions. We also understand that, in relation to other debt security trust deeds, the Financial Markets Authority has indicated it is comfortable with the approach being taken on this point.

- 4.2 The FMCA is a relatively new statute involving areas of law that are open to new and differing legal interpretations. These have not yet been tested in the courts and there is little regulatory experience in this area. Our opinions are given on the basis of our interpretation of the relevant provisions and current practice.

Benefit of this letter

- 5 This opinion is addressed to you personally for the purposes of the Trust Deed. It may not be relied on by or (except to the extent reasonably necessary in connection with any actual or potential claim involving the Issuer or the Supervisor in relation to the Trust Deed or required by law) disclosed to another person, without our prior written consent.
- 6 We have acted solely for the University of Canterbury in respect of the Trust Deed and are not legal advisers to the Supervisor so we have not separately considered the Supervisor's position. Our liability to the Supervisor under, or in connection with, this letter is limited in the manner set out in our terms of engagement with the University of Canterbury, as if the Supervisor was party to those terms of engagement.
- 7 This letter may not be relied upon by the Supervisor in any capacity other than as the Supervisor in relation to the Trust Deed for the purposes of the FMCA.
- 8 By receiving and accepting this letter, the Supervisor agrees to paragraphs 5, 6 and 7. If the Supervisor does not accept those paragraphs it is not entitled to rely on this letter.
- 9 This opinion relates only to New Zealand law in force on the date of this opinion.

Yours faithfully



Alister McDonald / Nick Letham

PARTNER / SENIOR ASSOCIATE

DIRECT: +64 3 353 0392 / +64 3 353 0024

EMAIL: alister.mcdonald@chapmantripp.com / nick.letham@chapmantripp.com

Memorandum

Learning Resources



To:	Council
From:	Alex Hanlon, Director Learning Resources
Date:	22 November 2016
Subject:	2016 Campus Master Plan
Purpose:	For noting

Issue

The 2016 Campus Master Plan.

Background

Prior to the earthquakes the University had invested in the development of a campus master plan. The earthquakes interrupted the final approval process for this plan and changed the baseline assumptions of the plan and its key initiatives.

In 2015, as part of the Post Settlement Review programme of works, Learning Resources engaged in Campus Master Planning presentations and feedback sessions with SMT, and Council, to revise the Campus Master Plan, in order to inform the 10 Year Capital Plan for the UC.

The Campus Master Plan strategically identifies key building and infrastructure projects, with the objective of realising and delivering the master plan vision. The sequencing of work is aligned with funding streams, expiry of current lease consents, and the synergistic impact of concurrent projects. Approval for each project is through the UC Business Case process

As decisions continue to be made around the Campus Master Plan, and the Long Term Capital Plan, the document should be considered one of UC's 'living documents'.

Next steps

The full version of the Campus Master Plan will be made available on the Council Sharepoint, with an abridged version to be published on the UC website.

Recommendation

Following FPRC's endorsement, it is recommended that:

1. The 2016 Campus Master Plan be noted.

Alex Hanlon
Executive Director, Learning Resources

**TE POARI AKORANGA
ACADEMIC BOARD**



**RECOMMENDATIONS TO THE COUNCIL
FROM A MEETING OF THE ACADEMIC BOARD
HELD ON WEDNESDAY 16 NOVEMBER 2016**

The Board recommends:

- 1. That the Council note the attached report of the Academic Board meeting.**
- 2. That the Council note the framework document for the graduate attribute of Employable, Innovative and Enterprising.**

Dr Hamish Cochrane
Chair
Te Poari Akoranga – Academic Board

21 November 2016

UNIVERSITY OF CANTERBURY
REPORT OF THE ACADEMIC BOARD MEETING HELD ON
WEDNESDAY 16 NOVEMBER 2016
TE POARI AKORANGA

The Academic Board reports for information the following matters that have been considered since the October 2016 meeting of the Board:

- **MATTERS ARISING**

The Chair noted the following:

- The Council received the Review of the MBA and will particularly look forward to receiving the one-year on report with progress made to address issues highlighted in the report.
- The Deputy Vice-Chancellor (Research & Innovation) has received support from the Council to prepare a response to the Productivity Commission on its draft report on the tertiary sector. A draft response was tabled to the Board and members asked to provide feedback before the close of business on Thursday 17th November.

- **CHAIR'S REPORT**

The Chair noted the following topics:

- A rewrite of the Academic Awards Regulations (front part of Calendar) is underway and members will be given an opportunity to contribute during the summer recess.
- The working party reviewing the Academic Board will meet twice before the end of the year.
- CUAP will meet Thursday to consider the Round Two proposals and the Graduating Year Reviews.
- Noting of the Earthquakes in North Canterbury and the impact up to Wellington. All students on fieldwork have been accounted for and are safe.

- **THE VICE-CHANCELLOR'S REPORT**

The Vice-Chancellor presented his report as read and highlighted the following:

- The earthquake events on Monday morning and the University's verification of the safety of its buildings.
- Acknowledgement that communications of the opening of campus could have been issued sooner in the day.
- Also acknowledged that the impact on international enrolments would not be known for some time but it was likely negative.

- **FRAMEWORK DOCUMENT FOR THE GRADUATE ATTRIBUTE:
EMPLOYABLE, INNOVATIVE AND ENTERPRISING**

Dr Rachel Wright (Centre for Entrepreneurship, College of Business and Law) presented the framework document to the Board after two earlier drafts which were considered by Faculties. This is the second framework presented for endorsement. Questions and comments from the floor included:

- Commendation to Dr Wright and the working party for the framework.
- Concern, in general, that the totality of learning outcomes or kaupapa proposed by all the frameworks could be large and unwieldy. The concern is acknowledged and all the Hub leaders are aware of the concern and that integration is an area of focus; this included assessment.
- Concern, that critique is needed by students and staff not just in terms of self-reflection but also of the value of the attributes.
- Concern about students passing a course, but not necessarily all of the sub-components (say learning outcomes of generic graduate attributes), and how this would be handled. It was noted that this issue already exists and that there is a distinction between the performance of an individual student and student population as a whole.
- The paradox of the Productivity Commission's desire for sameness across providers in order to promote portability between institutions, and specialisation and differentiation between institutions to maximise competition and innovation; the UC generic graduate profiles aim to differentiate and maximise innovation.
- The Graduate Destination Survey and other survey instruments implemented by Academic Services Group will provide data and attempt to impact of the generic graduate attributes.

The Board endorsed the framework.

- **REPORT FROM THE LIBRARY COMMITTEE**

The Chair of the Library Committee, Associate Professor Grimshaw, acknowledged the work of the Deputy Vice-Chancellor (Research & Innovation) in endorsing the resolution of citation resources at the last Board meeting. Assoc. Prof. Grimshaw then spoke to the Special Collections on Detective and Science Fiction literature. Both the Dean of Law and Associate Dean of Arts expressed interest in retention of the collections, with discussion to occur outside of the meeting.

- **REPORT FROM THE FACULTY OF ARTS**

The Associate Dean of Arts, Dr A. Griffith, provided additional feedback from Arts on the paper in the previous Board meeting considering issues such as extending the availability of timetabling hours. Dr Griffith noted that student input is highly desirable. The Deputy Vice-Chancellor (Academic) thanked Arts for the feedback and noted that collective input from staff and students would be sought.

- **UPDATE TO THE SPACE ALLOCATION POLICY**

The Policy and reports were brought forward from Section B for discussion. The following comments were noted:

- Concern that the TEFMA guidelines for space allocation will not be followed (Response to Feedback number 4, part 1).
- The change, with concern, to the workspace availability to staff employed for 3 days or more. (Policy Section 2.1)
- The policy lacks specificity on how it is to be implemented (the “devil is in the detail”). The solution for Rehua seems to include a “clear desk policy” and each department/school adopting its own policy. There was a concern about consistency, equality and fairness.

- How would rules such as those specified in the Policy 4.1.2 and 4.1.4 be implemented in practice?
- Concern about lost productivity with staff continually moving to find both spaces that are appropriate for their work and to access resources that are stored in different areas.
- Concern about security of confidential documents in an open area was raised.
- Concern that in rejecting the recommendation from the Academic Board Working Party (Response to Feedback number 2, parts 1&2) that the effect is to deny students and staff the opportunity to provide their experience and knowledge.
- There is concern that this policy could significantly set back morale of the staff.
- The section on how Learning Resources will evaluate spaces and work with groups to improve utilisation (Section 2.3) is missing from the policy.
- Their needs to be greater clarity about how evaluating the effectiveness of the policy will be made.

- **SUMMER RECESS**

The Board resolved that the Chair of the Academic Administrative Committee in consultation with the Deans should hold the delegation for the Board during the summer recess until the next ordinary Board meeting in February 2017.

- **GENERAL BUSINESS**

Associate Professor P. Field moved a motion of thanks to the UCSA executive and particularly the outgoing Vice-President M Ruegg.

Dr Andrew Bainbridge-Smith
Secretary
Te Poari Akoranga – Academic Board
 16 November 2016

Framework for the Graduate Attribute: Employable, Innovative & Enterprising

In 2014, the University of Canterbury adopted a revised set of Graduate Profile Attributes for all undergraduate degrees. The Centre for Entrepreneurship (UCE) has been established to support the implementation of the UC Graduate Profile Attribute: Employable, Innovative and Enterprising with the associated Learning Objective: *Students will develop key skills and attributes sought by employers that can be used in a range of applications.*

The Employable, Innovative and Enterprising (EIE) Framework outlines the processes and methodologies that may be used to implement this Attribute in undergraduate programmes of study at UC and explains how UCE and the EIE Advisory Board will assist with implementation.

Background

In the latest Tertiary Education Strategy (2014-2019) the New Zealand Government clearly outlines its expectations for Tertiary Institutions to produce Graduates who are better prepared to positively contribute to the rapidly changing workplace. The government's ultimate objective is for graduating students to possess the transferable skills and knowledge that match labour market demand, leading to better employment outcomes for graduates.

The New Zealand Government is not alone in advocating for this change. Tertiary institutions worldwide are embedding employability into their programmes of study. These changes are being largely driven by Governments wanting to see greater accountability (i.e. public benefit) of tertiary institutions to contribute to economic growth and positive social change. In addition, students (and their caregivers) are also expecting tertiary institutions to be more accountable and are seeking programmes of study that lead to increased likelihood of employment post-graduation.

Definition of Employable, Innovative and Enterprising (EIE)

At first glance, the Employable, Innovative and Enterprising (EIE) Attribute appears to be very broad and to cover several discrete Attributes. However, Innovative and Enterprising are essentially a subset of Employable. Graduates who are Innovative and Enterprising are in essence more employable as these are attributes are sought after by most employers (Kusmierczyk & Medford, 2015).

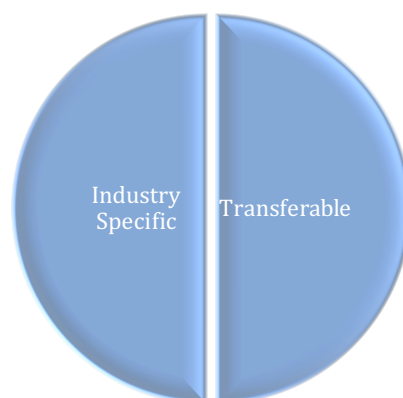
To some extent UC has defined the EIE Attribute through the associated Learning Objective:

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

Specifically, this Attribute can be defined as gaining the skills, knowledge and behaviours to enable graduates to transition successfully to the work place and to contribute in a manner that benefits themselves, the economy, the workforce and the community i.e. graduates have developed the capacity to work and/or to create work.

In order for students to meet the Learning Outcomes for this Attribute, it is important for academics to be aware of the types of employment their graduates obtain and what industry specific and transferable skills and knowledge are required for graduates to gain meaningful employment. It is also important for academics to have some understanding of current industry practice and how different work places are structured and function. This information can be obtained from the Graduate Destination Survey and by talking to relevant employers, and should be used to inform teaching and learning associated with the curricula. Academics should be encouraged to teach their courses to promote employability skills (where relevant) without diminishing academic content.

There is no doubt that academics, students and employers will have different views as to what skills and knowledge are appropriate to fulfil this Attribute, and this will also vary by discipline. This diversity is indicative of the fact that there will be many ways for this Attribute to be developed through the curricula. Thus, there is “no one-size fits all” for this Attribute, and therefore, the key skills gained by students will indeed vary by programme of study. However, for all programmes of study there are two main categories of skills and knowledge that students need to acquire in order to be employable for any given industry. These are industry-specific and transferable skills.



Key Transferable Skills

As it is assumed that all programmes of study have a broad understanding of the industry and/or discipline specific skills that their students need to obtain, this framework outlines only the core transferable skills that all UC undergraduates should obtain by graduation. These skills have been identified from research on what

employers seek from graduates in New Zealand and Australia and as outlined in the New Zealand Curriculum (Ministry of Education, 2007; Jackson & Chapman, 2012; Kusmierczyk & Medford, 2015; Scott, 2016). The table below outlines the five transferable skills that *all* programmes of study should embed in their curricula to meet the requirements of the Graduate Attribute: Employable, Innovative and Enterprising (they are in no particular order).

	Transferable Skill	Examples Only This could differ by Programme of Study
1	Working effectively and professionally with diverse communities	Willingness and ability to act autonomously, team work, collaboration, diversity awareness, conflict resolution, acting ethically, multi-tasking, and time management
2	Communication	Verbal, written, and other forms of communication (e.g. visual, musical), and audience analysis
3	Analytical, critical thinking and problem solving in diverse contexts	Research, identifying the problem and key stakeholders, conceptualisation, analysing, evaluation and decision making
4	Digital literacy	Information management, effective research and analysis using technology
5	Innovation, enterprising and creativity	Developing new ideas, innovative thinking, taking risks, and showing ingenuity for economic, cultural or social endeavours

Implementation of the EIE Attribute

Each programme of study will need to identify the key Learning Outcomes (and how they will be measured) to enable their students to fulfil this Attribute. The Centre for Entrepreneurship in association with the EIE Advisory group can assist with this task.

Fulfilling this Graduate Attribute is not something that can be completed in one course. It will take time to develop and will require multiple opportunities and a variety of settings for students to deepen and to broaden their transferable skill set. Each programme of study should ensure that there are multiple “touch points” throughout the typical three-year degree for students to learn, develop and to apply the skills related to this Attribute. Ideally, this learning process should begin on day one of all students’ UC experience. It should be noted that the level to which each of these five skills will be taught and experienced by students will vary. For instance, it is likely that over the course of a degree a typical student will undertake team work multiple times where as they may only undertake one assignment involving skill 5, innovation, enterprise and creativity.

There are many methodologies that can be utilised to incorporate this Attribute into course material. Although each programme of study will vary in its implementation of this Attribute, there are some elements that can be implemented across all Faculties.

1. All course outlines could include a section listing the Employable, Innovative and Enterprising skills that students will learn and obtain during the course. Research has shown that many students are unaware of the range of Attributes that they are learning for any given course, or how their academic learning and/or student experiences might be transferable. Thus, it is important for academics to highlight these Attributes to their students throughout the course.

2. All Faculties could ensure that there is a range of pedagogical-informed work integrated learning opportunities for students for each programme of study. Examples include:
 - i. Internships
 - ii. Placements
 - iii. Field trips
 - iv. Laboratory work
 - v. Projects that enable student teams to solve real problems for local companies or social enterprises
 - vi. Projects that enable students to solve realistic case study problems
 - vii. Multi-dimensional problem solving with ill-defined boundaries
 - viii. Career Modules on Learn

3. Some assessment activities could be modified so that they are aligned with industry practice standards or approaches. For instance, instead of students completing an academic essay on a particular topic they could undertake a team project that culminates in a written report or other documentation that is structured and formatted in an industry relevant manner.

4. Ideally, all courses should have time for students to reflect on their learning to allow students time to articulate clearly what they have learnt. This activity is particularly important for developing transferable skills as students often struggle to understand what skills they have obtained and this lack of understanding limits their ability to articulate their transferable skills in a job interview situation.

Curriculum Planning and Process

Implementation of the Graduate Attributes i.e. determining the Learning Outcomes and associated assessment will be determined at the Degree and Major level with approval at the relevant Faculty, followed by endorsement at Academic Administration Committee (AAC). The Project Control Group (PCG) will provide oversight to ensure that the Graduate Attributes are implemented in a manner that meets the original intent.

As with the other Attributes each Faculty has initiated a review of current curricula that fulfil this Attribute to identify gaps within each Programme of Study. Part of this

process will involve clarifying what Employability means within the context of each discipline and identifying and understanding the relevant terminology. One role of the Centre will be to assist each Faculty and Programmes of Study in understanding and translating this terminology with regards to the Attribute.

Once gaps have been identified, each Programme of Study will need to determine how best to incorporate opportunities for students to meet the requirements of this Attribute. The Centre will be a point of contact and a resource that can be utilised to assist academic programmes and Faculties identify how best to modify and to implement new courses and content to fulfil this Attribute.

Ongoing Support

An expert group for this Attribute with representation from all Colleges is being established to provide this source of expertise and to ensure that best practice is shared across all Faculties and that duplication of effort is minimised. This group will provide feedback and support to AAC with regards to the EIE Attribute. The intent of this group is to provide support to programmes and Faculties and advice to AAC and PCG as required.

The composition of the EIE Advisory group will be as follows:

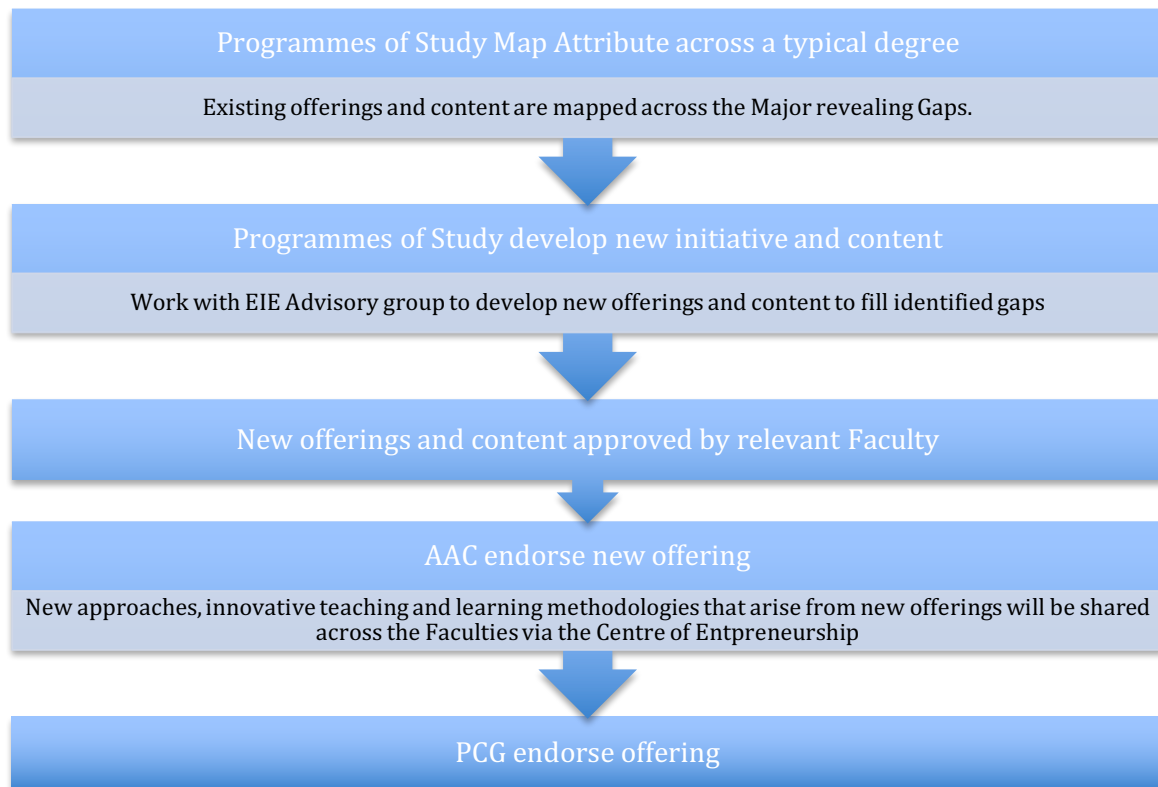
- Operations Director Centre for Entrepreneurship (Chair)
- Two representatives from each College (could overlap with Hub reps)
- Representative from Academic Services Group
- Manager, Careers, Internships & Employment

Any new courses or content within courses relevant to this Attribute can be sent to the EIE Advisory group for advice and feedback. Academics can also call upon the group to provide expert advice and resources as new initiatives are developed. Workshops and/or discussions can be set-up with each department and/or programme of study groups as required.

UCE (in consultation with the EIE Advisory group and other academics across all Colleges) will create a series of toolkits as a resource for academics to use for this Attribute.

As with the implementation of the other Attributes, there is a clear process for the introduction of new initiatives, which must involve approval from the relevant Faculty, AAC and the UC Graduate Profile Project Control Group. A high level process map for the identification and implementation of new initiatives for this Attribute is shown below.

Process to implement any new courses or content related to the EIE Attribute



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EIE Advisory Group

Dr Rachel Wright – Operations Director, Centre for Entrepreneurship (Chair)

Professor Paul Ballantine – CoBL Representative

Dr Herb de Vries – CoBL Representative

Dr Barbara Garrie – CoA Representative

Dr Stephen Hardman – CoA Representative

Associate Professor Billy O'Steen – CoEHHD Representative

Associate Professor Annelies Kamp - CoEHHD Representative

Associate Professor Richard Green – CoE Representative

Associate Professor Catherine Moran – CoS Representative

Dr Erik Brogt – ASG Representative

Mr Chris Bridgman – CIE Representative