COUNCIL

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

EMBARGOED UNTIL 4pm WEDNESDAY 27 FEBRUARY 2019

Agenda

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

Refer to Page No.

1. APOLOGIES:

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 (30 January 2019) 1-4

4. MATTERS ARISING

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   - 5.2 2019 Council Work Plan
   - 5.3 Degrees Conferred in Absentia

6. FROM THE VICE-CHANCELLOR
   - 6.1 Monthly Report 7-21

7. FROM THE AUDIT AND RISK COMMITTEE
   - 7.1 Adoption of Annual Report (following discussion in Public Excluded)

8. FROM THE FINANCE, PLANNING AND RESOURCES COMMITTEE 23
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10. PUBLIC EXCLUDED MEETING

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

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

Item on Public Excluded Agenda	General Subject Matter	Reason for passing this resolution in relation to each matter	Grounds under section 48(1) for the passing of this resolution
4	Minutes of the meeting held on 30 January 2019 with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5	Matters arising from those minutes		
6	**From the Chancellor**		
6.1	Report from the VCEC Committee	To protect the privacy of natural persons.	7(a)
6.2	Report from the Honours and Appointments Committee	To protect the privacy of natural persons.	7(a)
7.	**From the Vice-Chancellor**		
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.	7(f)(i)
8.	**From the Finance, Planning and Resources Committee**		
8.1	UC Futures		
8.1.1	- UC Futures Summary	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.1.2	- GOG papers	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.2	CETF Delivery Estimates Update	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.3	RRSIC Budget Reset Update	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.4	Student First Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
9.	**From the Audit and Risk Committee**		
9.1	Minutes 4 February 2019	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	Draft Minutes 18 February 2019	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
9.3	Annual Report 2018	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
9.4	Representation letters	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.5	NZX Disclosures	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.6	Bond Trust Deed Compliance Declaration and Representation letter	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)

I also move that the Deputy Registrar, UC Directors 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.

11. REPORT FROM THE PUBLIC EXCLUDED SESSION

12. GENERAL BUSINESS

13. NEXT MEETING –Wednesday 27 March 2019

COUNCIL

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Minutes

Date	**Wednesday 30 January 2019**
Time	4.00 pm
Venue	Council Chamber, Level 6 Matariki
Present	Ms Sue McCormack (Chancellor), Dr Rod Carr (Vice-Chancellor), Mr Peter Ballantyne, Mr Sam Brosnahan, Ms Catherine Drayton, Professor Roger Nokes, Mr Warren Poh, Mr Malcolm Peterson Scott, Mr Steve Wakefield, Dr John Wood.
Apologies	Mr Shayne Te Aika
In Attendance	Mr Jeff Field, University Registrar Mr John Holland, Audit and Risk Committee Professor Ian Wright, Deputy Vice-Chancellor Ms Alex Hanlon, Executive Director, Learning Resources Mr Keith Longden, Chief Financial Officer Dr Darryn Russell, Assistant Vice-Chancellor Maori Ms Robyn Nuthall, UC Futures Programme Manager Mr Bruce White, Deputy Registrar Ms Raewyn Crowther, University Council Co-ordinator

CONFLICTS OF INTEREST

No conflicts of interest were noted by Council members or the advisors to Council in respect of the public agenda.

MINUTES

The minutes of the meeting held on 10 December 2018 were approved and signed as a correct record.

MATTERS ARISING

There were no matters arising.

FROM THE CHANCELLOR

Degrees conferred in absentia
The Chancellor advised Council that the schedule of degrees awarded in absentia had been approved and the names of the graduates were entered into the public record.

Ministerial Appointment
A letter from Minister Hipkins, included in the agenda papers, advised that the term of the ministerial appointment for Sue McCormack had been extended to 31 May 2021, bringing her total term on the UC

Council to the maximum 12 years. Dr Wood was acknowledged for his efforts in reaching this outcome.

Council then discussed the matter of Ms McCormack's term as Chancellor, which at the time of her election was only possible to the end of her then current term. Following a request, it was agreed that this matter would be dealt with by secret ballot and Mr Field announced that as a result of the ballot Ms McCormack's term as Chancellor would be extended to 31 May 2021.

Council Work Plan 2019

An updated copy of the Work Plan was tabled and Mr Field advised Council of the changes that had been made. It was agreed that the workshop with incoming Vice-Chancellor Prof de la Rey would include the Lincoln University partnership proposal and the agreement with Ngai Tūāhuriri.

The Council suggested a further workshop opportunity to determine what Council's expectations would be from the partnership with Ngai Tūāhuriri to inform the development of the terms of reference. The agreement itself was to be signed ahead of the terms of reference being drafted, with that possibly being on 2 March at the welcome for the new VC and Chancellor. It was important that the drafting was undertaken by the joint working party as per the agreement and that Ngai Tūāhuriri was made aware of the possible need for advice from the Academic Board as part of a realistic timeframe for completion. The Chancellor undertook to discuss expectations with Ngai Tūāhuriri ahead of the event on 2 March.

Election of Pro-Chancellor

This item was delayed until 4.30pm to allow Mr Shayne Te Aika to join the meeting by teleconference. Council agreed that the candidates be given the opportunity to address the Council, which required the meeting be moved into Public Excluded.

PUBLIC EXCLUDED MEETING Moved

<u>That</u>: 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
5.2 on public agenda	Election of Pro-Chancellor	To protect the privacy of natural persons, including that of deceased natural persons	7(a)
4	Minutes of the meeting held on 10 December with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5	Matters arising from those minutes		
7	From the Vice-Chancellor	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i) 7(h)

		To enable the University to carry out, without prejudice or disadvantage, commercial activities.	
8	General Business	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)

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

Carried

RETURN TO PUBLIC MEETING

Council returned to public meeting at 5.15pm

Council confirmed the election of Mr Steven Wakefield as Pro-Chancellor for a term to 31 January 2020.

GENERAL BUSINESS

Vice-Chancellor's Updates

- Dr Carr updated Council on enrolments:
  - Domestic new-to-UC up 3%
  - Domestic returning to UC up 2%
  - International full fee-paying up 20% with a backlog of student visas still being processed

  This result was pleasing and in line with budgeted figures
- The contract with Southbase Construction had been signed for Garden Hall. CLV had not exercised their right to be involved and an agreement had been reached with Bishop Julius Hall in the event the construction impacted their take up of beds adjacent to the building site.
- Connon Hall seismic strengthening was on track for completion in time for the start of the semester.
- $3.5M had been awarded to UC over 5 years for the Entrepreneurial Universities initiative.
- Children's University was underway with Professor Catherine Moran leading the project and a specialist staff member from the University of Adelaide was in place.
- Automated processing of bank statements would now be undertaken by Ruebot.
- The contract with Fletchers had been settled within the Council delegation.
- The Communication Disorders village was being emptied prior to demolition, at which time settlement on the sale of the land to Fire and Emergency NZ would be completed.

Moved

<u>That</u>: The Vice Chancellor's Report be received.

Carried

In receiving the Vice-Chancellor's final report to Council the Chancellor acknowledged and thanked Dr Carr for his service and for the position in which he was leaving UC. She also thanked Dr John Wood for his long and distinguished service as Chancellor, noting that more would be said when he came to the end of his term on Council in July.

The meeting ended at 5.30pm.

NEXT MEETING The next meeting is scheduled for 4.00pm on Wednesday 27 February 2019.

SIGNED AS A CORRECT RECORD: _____

DATE: _____

Memorandum

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

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

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

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

- Meeting with the Minister of Education and Vice-Chancellor
- Spoke at the staff farewell to outgoing VC Dr Rod Carr
- Greeted the new Vice-Chancellor Professor Cheryl de la Rey on her arrival at UC
- Attended Council and SMT welcome for new VC
- Attended Audit and Risk Committee meeting
- Attended a briefing meeting on LU/UC Partnership
- Attended LU/UC Partnership meeting
- Commenced weekly lessons in Te Reo
- Addressed staff forum
- Met with Arihia Bennett and Jane Huria to discuss expectations of the partnership with Ngai Tūāhuriri
- Meeting at the Ministry of Education, Wellington with VC
- Meeting at TEC with the VC
- Officiated at a Transition Graduation ceremony
- Induction for new Pro-Chancellor Steve Wakefield
- Chaired VCEC and Honours and Appointments Committee meetings
- Attended Audit and Risk and Finance, Planning and Resources Committee meetings
- Attended briefing for the EQUIS exercise

Sue McCormack
Chancellor

Professor Cheryl de la Rey
Vice-Chancellor
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UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

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

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1. INTRODUCTION/ UPDATE FROM THE VICE-CHANCELLOR

My first few weeks as the new Vice-Chancellor have been exciting and stimulating. I wish to thank the UC community for a very warm and friendly welcome. Specific highlights of the last few weeks include the inspiring presentations at the UCE EY Summer Startup Programme Showcase, experiencing both Orientation and Clubs Day, and the Staff forum and the subsequent lunch. I have enjoyed speaking at various welcome events for students and at the Parents/Whānau Orientation sessions. I have also had the pleasure of meeting all my peer Vice-Chancellors having attended my first Universities NZ meeting. Introductory meetings with the TEC, MoE and Minister Hipkins enabled me to become acquainted with some important stakeholders. During my first few months I will be visiting departments on campus, meeting with alumni, and becoming more familiar with UC's community, policies and procedures.

From an educational policy perspective, the review of the vocational educational sector has featured in the media.

2. STRATEGIC MATTERS

2.1 Kia Tōpū

Toitū te marae a Tāne, toitū te marae a Tangaroa, toitū te tangata
If the land and the sea are well, the people will thrive

Kia Tōpū is UC's strategic initiative to build on our strong track record of teaching and research in the sciences, engineering, policy and trade, and business to establish an international reputation and centre of excellence in the future of food. The term Kia Tōpū is an injunction to be united, joined or assembled in a body or group and reflects the University's view that for this strategic initiative to succeed the institution needs to collaborate both internally and externally to generate multi- and trans-disciplinary teaching and research.

UC has identified an initial selection of 10 research clusters which will be refined in the coming months. Each cluster will be led by a principal investigator and, in time, will include multiple research projects. By the end of 2019, the Research Institute leadership team will be in place and research projects will be under way with applications for external funding submitted.

The colleges of Science and Engineering continue to work closely with Lincoln University on existing research and qualifications in water resource management. Colleges are also working on proposed exciting new degrees, which are likely to be announced later this year.

2.2 UC Futures Programme UC Kia Mua

The UC Futures programme is the University's main strategy to drive earthquake recovery. A fulcrum of that recovery has been the planned return of international full-fee students. 2019 marks a significant point in the return of these students to UC. At the time of writing, international full-fee enrolments were significantly up on enrolments at the same time last year and a record for UC.

The University Council was notified of another milestone in the UC Futures programme with the final financial settlement with Fletcher Construction (which built the Ernest Rutherford building). This leaves only the completion of the Beatrice Tinsley block (which adjoins Ernest Rutherford) to complete in the UC Futures construction programme.

2.3 Partnership Proposal with Lincoln University

UC and Lincoln University met during the second half of 2018 to discuss working more closely in a partnership. UC and LU presented a joint partnership proposal to the Minister in December 2018, and are awaiting feedback.

3. Student Recruitment

3.1 Recruitment - International

Current indications are that UC's full-fee international student numbers will increase in 2019. The 2019 Budget expects an 18% increase, while early figures are hovering around 10% up overall (20% up returning, 2% up new to UC). However, it is still early and figures will firm up by the end of February. There have been improvements in processing efficiencies as well as good recruitment results, somewhat offset by declines in certain cohorts (MARA funded students and UCIC transfers). The new agent portal, ConnectUC, went live on 5 December 2018 and is working well for education agents. Regardless of the EFTS outcome, a major focus for 2019 will be to improve conversion management.

The 2019 New Zealand MFAT Scholarship intake started arriving in January with 25 students confirmed to enrol in Semester 1 (note: total intake of 19 in 2018 and 17 in 2017).

Offers of place accepted as at 18 February 2019 were up 6%, full offers of place up 21%, conditional offers up 28% and applications being assessed up by 41%. In terms of the pipeline, India and then China lead all assessment categories.

From November to January we encouraged new international applicants to book enrolments online and this is reflected in the number of new international bookings reported to date for February 2019. International enrolment-in-person process was calm, well organised and overall a better student experience than 2018. Plans are in place to maintain this as numbers grow. Offshore teams in China and India are already recruiting for the next intake and assisting with last-minute enquiries for those students joining us in February.

The IRO hosted visiting students from China in January 2019, including 26 students from three partner universities: Peking University, Beihang University and South China Normal University, and 80 students from 12 different universities, primarily from Shanghai, Shandong and Zhejiang. This represents a new scale of exchange and reflects UC's increasing engagement across Chinese tertiary institutions.

3.2 Recruitment – Domestic

Indications of domestic recruitment results are also positive, tracking at 7% above 2018 (compared to budget of 5%), with 6% up for first-year students, 7% up for returning, 11% up for Māori and 15% up for Pasifika.

NCEA results were released mid-January and many teams worked hard to have all formal offers generated within 24 hours. Conversion teams have also been working on getting students to accept this offer and become fully enrolled. This collaboration may have resulted in earlier enrolments than in previous years so the increases referred to above may be provisional only.

All first-year catered halls, including Sonoda, are full. We have 50 first-year students on a fully catered, 41-week contract at Ilam apartments with a further 110+ on a self-catered contract. There are a limited number of rooms left in the 'second year and above' halls with a high number of room offers to new-to-UC international students. The residential assistants' psychological first-aid training took place on 7 February.

Online results for both our 2018 brand and tactical campaigns have been collated and we have seen an engagement increase of 116% (this includes Clicks+ Views+ Likes).

Work for the 2020 brand campaign launch in April is under way. Planning for Auckland Update Day | Rongo o te Wā on 27 February is also well under way. It aims to build and maintain relationships, promote Christchurch as a positive destination, and update Careers Advisors on what's new at UC for 2020.

The Women in Leadership Breakfast | Ngā Māreikura – Auckland is held on International Women's Day. It showcases the opportunities available to women at UC and celebrates the success of women associated with the University.

4. Student Experience

4.1 Orientation

Orientation Day | Herea tō waka (O Day) was held on Friday 15 February with 3193 students attending information sessions and over 300 whānau members attending briefings. Students and their whānau were welcomed to UC and introduced to their college(s) of study. Following the Student Voice project, a new approach has meant a more cohesive approach to start-of-year messaging. The new suite of booklets focused on wellbeing, student life and study support was rolled out at this event.

Cohort-specific orientations are almost completed, designed to ensure that students are as prepared as possible to make a positive start at UC, both in terms of academic success and finding a sense of belonging.

Leveraging our partnerships with the Crusaders and the Student Volunteer Army (SVA) continues with the SVA UCAN programme for Year 12 students starting on 13 March, the SVA/UC Big Give on 2 March and the first student experience game on March, where the UCSA club, Cantabs, will join UC in taking 700 students to the rugby at AMI stadium.

4.2 Wellness Strategy

The review and refresh of the University's 2018 Wellness Strategy and the 2017 Wellbeing Framework commenced. We're finishing the project scope as well as a detailed stakeholder engagement plan, which will be endorsed later in February by the Wellness Advisory Group. As part of this process a new temporary project advisory/reference group was created with representatives from UCSA, UC and an external representative from the CDHB (Dr Anna Thorpe).

A review of the external literature related to wellness and wellbeing (for staff and students) is under way and will inform the first key section of the strategy and form a key part of the engagement process. The strategy is designed to give effect to the Okanagan Charter[1] and link to a number of local domestic policies and strategies. The first draft of the strategy is expected in May to help inform the 2020 budget round with final signoff/endorsement sought by SMT in August.

[1] The Okanagan Charter is a document that was published in 2015. It was produced in collaboration of many universities who convened in Kelowna, British Columbia, Canada for the International Conference on Health Promoting Universities and Colleges to discuss what makes a health-promoting university. In Aotearoa, we have used this charter as a base for our own interpretation of what it means to be a health-promoting university.

4.3 Health Centre

In late 2018 the Ministry of Health (MoH) amended the way funding for services would be administered through the Public Health Organisation (PHO) to frontline practices such as ours. The impact was a change to how funds would be allocated through enrolled domestic patients, with a greater percentage of funding going to those patients who held a Community Services Card (CSC). A communications plan was launched encouraging all students to enrol for a CSC to avoid additional fees.

4.4 Careers

In 2018 there were over 16,500 student engagements with UC Careers through career consultations, seminars, workshops and Career Fair events, a 64% increase on 2017. The team hosted 167 employer recruitment presentations for over 5000 students, over 2100 career consultations, and 1619 students registered for the Co-curricular Record. We plan to build on this in 2019.

The Law and Justice Recruitment Evening | Taiopenga Rapuara Ture and Commerce Careers Fair | Taiopenga Rapuara Tauhokohoko will be held in early March; each have sold 15 and 17 sites respectively. The Engineering and Science and ICT Careers Fairs have been combined in 2019 to form the STEM Careers Fair | Taiopenga (science, technology, engineering and math) which will be held in May in the Engineering Core and Ernest Rutherford buildings.

4.5 Pasifika

Plans are in place for the Pasifika welcome on 23 February for increased student numbers (up 21% new-to-UC). This is held on a Saturday to enable families and the community to attend. Twenty school-aged students from the Cook Islands were hosted by the Pacific Development Team to showcase some of the opportunities at UC.

5. People/ HR

5.1 Organisational Culture

Culture Leadership workshops for the colleges of Arts and Engineering were held in early February, and college staff have been or will shortly be presented with the survey results and information about how to get involved in discussing and responding to them. This completes the rollout of the culture survey to all areas the University. Our ongoing efforts to continue culture dialogue and actions in 2019 will include ensuring we share culture initiatives and ideas between areas. The programme is a finalist for best organisational-level HR programme at the Human Resources Institute of NZ annual event at the end of February.

5.2 Equity and Diversity

The Senior Management Team (SMT) recently approved a project that will enable UC to achieve the Rainbow Tick. The Rainbow Tick is a quality improvement cycle designed to ensure an organisation is a safe, welcoming and inclusive place for people of diverse gender identity and sexual orientation. The project will involve students and staff, and will focus on policy, education, engagement of students, staff and external stakeholders, and how we monitor ongoing progress.

5.3 Health, Safety and Wellbeing

The University has received approval for a non-medical Radiation Source Licence from the Office of Radiation Safety (ORS). This is a major compliance component for the College of Science.

Colleges, Learning Resources and the Health and Safety team are working together to bring our hazardous substance handling and storage areas up to compliance standard, beginning with how can we receive, hold and distribute such substances throughout the community without the Warehouse being the main initial channel. Other initiatives include business cases for a chemical management system and a proposed replacement health and safety management system.

6. Learning and Teaching

There have been changes in the AVCA portfolio with the aim of increasing focus on teaching and learning quality, development and reporting. The Academic Services Group has been dissolved and there are two new teams: Academic Quality (including Erskine and Ethics) and Learning Evaluation and Academic Development. Those two teams, along with Transition Programmes and Timetabling, are working together under the AVCA umbrella to provide pan-University support for the delivery of high-quality teaching and learning experiences.

Highlights since January include:

New Students

The Academic Processes Coordinator has processed, as at 11 February 2019, 318 applications for STAR students of which 203 have been fully enrolled; the number of applications is ahead of the same time last year. Arrangements were being finalised for the STAR Orientation Day on 16 February. To date, 158 special admission cases for 2019 have been approved; the total number for 2018 was 186 so this number will be exceeded in 2019. Finally, 1,483 students enrolled for 2018/2019 UC's Summer School Programme. The Student Transition team (CUP) had an increased pass rate for the summer cohort and is preparing to welcome new students. The curriculum is being revised with a plan to be submitted to CUAP Round 1.

New Teaching Fellows

The Erskine Programme will welcome 42 Visiting Fellows between the start of the year and 11 March 2019 from a range of countries, including the United States, Sweden, Germany, Ireland, France, UK and Canada. The Erskine Morning Tea for Semester 1 visitors will be held on 6 March 2019.

Research Ethics Support

UCs commitment to research both to inform our teaching and to teach students how to conduct ethical research is evident in the work of the Human Ethics Committee. The annual report for animal statistics is under preparation for the Ministry of Primary Industries by 28 February 2019. Professor Jane Maidment retired as Chair of the Human Ethics Committee in December and we thank her for her hard work and dedication. The new Chair of the Human Ethics Committee is Dr Dean Sutherland from Communication Disorders.

Learning Evaluation

In order to understand student experience and inform our learning and teaching, the survey team has set the survey calendar for 2019. As the first of a suite of student life-cycle research, the Early Experience Survey (EES) will be delivered in week three of Semester 1, which allows UC to better understand the characteristics of the first-year intake, with a view to tailoring support and enhancing retention and student success.

Academic Development

The call for participation in tutor training has gone out, and work is continuing on developing a framework on micro-credentials. An enhanced user-friendly Graduate Profile website is ready for launch.

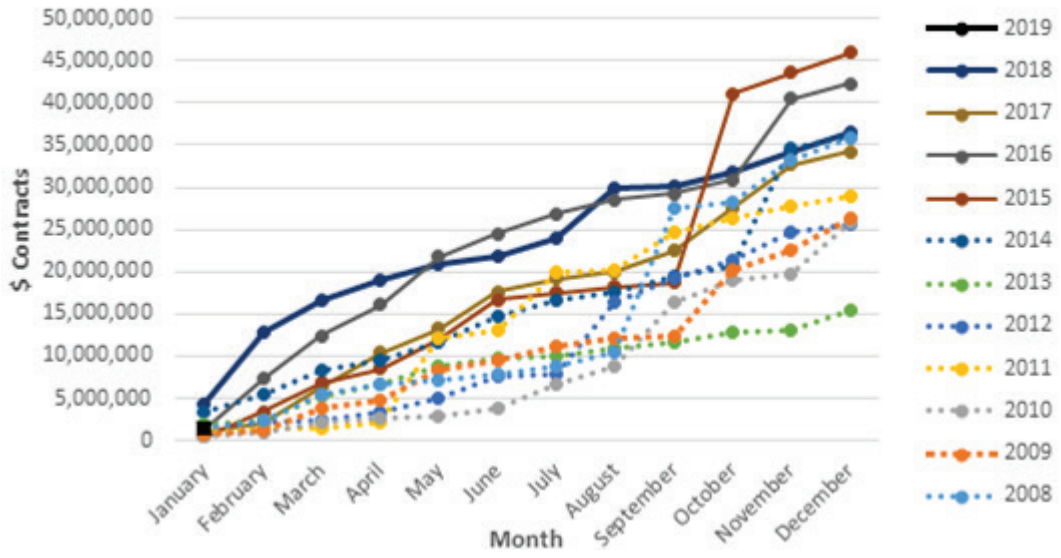
Timetabling

Ensuring a high-quality teaching experience through an appropriate timetable and use of spaces is the aim. Courses scheduling into Manawa is going well despite usual challenges of scheduling across multiple institutions. It is exciting to be able to add the Rehua teaching rooms to our pool of central spaces, and we look forward to seeing how the academic community makes use of these.

7. Research

R&I is supporting academics for proposal submissions to the two major funding rounds of the year – the MBIE Endeavour Fund and the Marsden Fund. UC submitted 28 Smart Idea proposals to the Endeavour Fund, and are developing 12 Research Programme proposals for submission in early March. Concurrently, UC is developing 119 Marsden Fund applications, due in late February. Both the Endeavour and Marsden funds have a two-stage process, with invitations for full proposals later in the year. An external review of the strategies, processes, and incentives for capturing external research income generation across R&I and the colleges will commence imminently. R&I's commercial director has resigned to return to the private venture-capital sector.

For 2019, 15 contracts worth a total of $1.6 million have been executed to date, and 37 contracts worth at least $14m are pending (in the process of being executed). UC currently holds 77 National Science Challenges contracts worth $24m and 65 CoRE contracts worth $33.7m (with three NSC/CoRE contracts pending, worth $19,000).



Postgraduate Research

Professor Bryce Williamson has begun a one-year term as Dean of Postgraduate Research, following Professor Jon Harding's term finishing at the end of 2018. Associate Professor Ekant Veer has assumed the role as Associate Dean of PGR (Scholarships), while Associate Professor Bronwyn Hayward continues as the other Associate Dean responsible for admissions. The Summer Undergraduate Research Scholar programme has been completed, and research and financial efficacy of the programme will be reviewed in the coming weeks. The number of doctoral students, including those post-submission but excluding those on suspension, was 831, which is a slight decrease for the same time in 2018 and 2017. The number of all enrolled Master's students (taught and research) was 1,238, substantially higher than the figures of 1,086 and 926 in the previous two years.

8. Biculturalism

In 2019, Te Tari o te Amokapua Māori | Office of the Assistant Vice-Chancellor Māori continues to focus on bicultural competence and confidence (BICC), with this content continuing to be embedded in course content and programmes of study. We will meet regularly with Deans to ensure our BICC workplan for 2019 is implemented and will report to SMT on progress. Kaiārahi worked with academic colleagues over the summer on many projects. Kaiārahi have delivered workshops to Chinese students visiting UC, on the unique bicultural history and society of Aotearoa. Te Ohu Reo have received a large number of naming and te reo content requests over the summer. Staff professional development courses have begun, with seven general sessions of 'Tangata Tū, Tangata Ora' and several college sessions to be held this year. 'Te reo Māori for the Workplace' will be held seven times in 2019. Applications to enrol from ākonga Māori increased in late 2018 and we look forward to the March 2019 enrolment statistics, which will confirm the conversion rate.

As we embark on 2019, the enrolment and engagement with ākonga Māori is a current focus, but will be paralleled with a whole-of-office review, with the aim of ensuring we meet the aspirations of BICC and Māori student recruitment, retention and achievement.

9. Finances

January 2019	Actual Year to Date $000	Budget Year to Date $000	Budget Variance Year to Date $000 Fav/(Unfav)	Budget Full Year $000	Forecast Full Year $000	Full Year Forecast to Budget Variance $000 Fav/(Unfav)
Net Surplus/(Deficit)	(5,225)	(9,867)	*4,642*	2,080	2,080	*0*
Capital Expenditure	7,352	26,514	*19,162*	123,637	123,637	*0*
Cash/ Short Term Investments/ Short Term Government Stock	316,808	278,889	*37,919*	173,363	173,363	*0*

We had been budgeting for an operating deficit as at the end of January 2019 of ($9.867) million, but have returned an operating deficit of ($5.225) million. This is a favourable variance to budget of $4.642 million. $2.197 million of this favourable variance relates to leave provision adjustment, with $1.820 million of this in colleges. Capital expenditure is $19.162 million below budget. $2.850 million of the expenditure incurred to date is UC Futures-related (RRSIC, Rehua, and CETF) against a year-to-date budget of $20.175 million. The January 2019 cash position of $316.808 million is higher than budget by $37.919 million due largely to higher than expected balances at 31 December 2018, and lower operating and capital spend. For further details please refer to the latest monthly financial report.

	Headcount			EFTS		EFTS		
	Applications to Enrol			Actual Enrolment		Full Year Enrolled		
	ATE Enrolment Week: 20 (09/02/2019)			Enrolments (12/02/2019)		Actual	Actual	Budget
	2017	2018	2019	2018	2019	2017	2018	2019
Domestic 1st Year	4,666	4,851	5,556	2,803	3,057	3,262	3,662	
Returning	8,467	8,746	9,623	6,418	6,922	8,409	8,704	
Total	13,133	13,597	15,179	9,222	9,979	11,671	12,366	12,972
International 1st Year	2,935	3,130	4,428	198	397	744	922	
Returning	632	783	971	121	304	674	781	
Total	3,567	3,913	5,399	319	700	1,418	1,704	2,019
Total	16,700	17,510	20,578	9,541	10,680	13,089	14,069	14,990

2018/9 Budget and Forecast is not calculated down to year at UC.
Enrolment data is based on the same date across years i.e. 6 Jan vs 6 Jan.
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).
'International' refers to the student's NZ citizen/residency status rather than their fee-paying status. Most international students will pay International fees but not all.

10. Facilities

Major Buildings/Projects

Rutherford Regional Science and Innovation Centre RRSIC Stage 1 – Ernest Rutherford Building

Final account settled in December. Defect rectification ongoing, final fitout of lab spaces in progress budget reset paper provided to UC Council for consideration and approval for Stages 1 & 2.

RRSIC Stage 2 – Beatrice Tinsley Building

Works are running late due to late delivery of façade. Estimated completion August 2019.

Canterbury Engineering the Future (CETF)

Defects and incomplete works will be substantially completed by the end of February with Fire Lab (ECU) design and testing continuing into May 2019.

Relocation of the College of Education, Health and Human Development and part of the College of Business & Law – Rehua

All UC tenants have moved into Rehua and teaching spaces are centrally bookable. Hawkins applied for a Code Compliance Certificate, expected within two weeks. It is anticipated that Hawkins will apply for Practical Completion (PC) in March and this may be approved by end of March. This will be followed by lodgement of final account by Hawkins.

UCSA

Remains under budget with current key risks being completion of the bore consent process, LPG store and operable wall glazing. The contractor's forecast completion date is 9 July 2019.

Other Buildings/Projects

Logie and Locke refurbishment

The contract has been signed by Brosnan Construction and will be signed by UC before end February 2019. In meantime letter of intent issued and contractor took possession of the vacated Logie building on 4 February. Work will progress in two phases; Logie followed by the Locke building. The project sits within budget but has seen considerable delays, with completion of the second building estimated at mid-Semester 1 in 2020.

School of Product Design space for growth

All required spaces will be ready for commencement of teaching on 18 February 2019 with other minor phases continuing until Semester 2 2019. Project remains within budget.

Connon Hall seismic strengthening

Dominion Constructors completed this project on 1 February 2019 – a week earlier than deadline and under budget.

Communication Disorders relocation

Department fully relocated and new accommodation in use. Clearance of Montana Avenue site is in progress, ready for handover to Fire Service in April 2019 and contract settlement. On programme and budget.

Garden Hall – Hall of Residence

Contract signed late January 2019 and contractor commenced site establishment on 4 February 2019.

11. Communications

The Annual Report and Research Reports are tracking well with good collaboration between the coordinating teams.

The November, December and January media coverage of UC-related topics was again overwhelmingly positive. In January 2019, UC handled media queries on a wide range of topics, including legal commentary, e-learning, student research, and ongoing removal of UC's temporary villages.

Other media coverage of UC-related topics or experts included several springing from UC media releases and direct pitches, including UC engineers and scientists developing new technology to decrease waste in the galvanising and petrochemical industries, exploring the potential of tall timber buildings, mapping hazardous rip currents on New Zealand's beaches, and finding minimal risk of PFOS-linked cancer for Māori eating eel.

An analysis of coverage produced between 1 November 2018 to 31 January 2019 (Broadcast, Internet, Print) found 2,168 items. This coverage reached a cumulative audience of 39,427,445 and had an advertising space rate of $6,000,271.

UC Communications will review a UCSA letter to residents to be delivered to neighbours ahead of Orientation festivities in February and will send a UC letter to identified flats about behavioural issues. The first Community Meeting | Hui ā-hapori is 11 February and will include discussions around upcoming UCSA Orientation events, introducing UC's new Vice-Chancellor, and Christchurch City Council's Ilam-Middleton-Riccarton intersection improvement.

The UC Connect | Tauhere public lecture series kicks off on Thursday 21 February with a sold-out lecture by Kathleen Liberty presenting: *Quake kids – After 10,000+ quakes, how do we help our tamariki?* Julai Rucklidge mid-March UC Connect lecture has also sold out weeks in advance. Both will be livestreamed on UC's Facebook page for those who missed out on seats. This series of public lectures offers the community the opportunity to attend topical, interesting, educational lectures on a range of topics given by experts in their fields.

Conferences on campus in February include Regional Studies Association Third Australasia Conference 2019 (RSA) and Coming in Slantways: Sexuality Education Otherwise.

12. Alumni & UC Foundation

	Income	**Distribution**
2018 Target	$10.5m	$6.5m
2018 Actual	$7.4m	$8.6m
2018 Year to date	770 donors	1,489 donations
	Income	**Distribution**
2019 Target	$12.5m	$6.5m
2019 Year to date	$228,711	$252,964
2019 Year to date	98 Donors	108 Donations

While donations from individuals were at record levels in 2018, total income was down against expectations by just over $3 million. There were no significant legacies in 2019 (average usually around $1m) and corporate income was down by $700,000 as the UCQC gift agreements came to an end. Investment gains for 2018 were just under $100,000 compared to $3m in 2017. The global market suffered at the end of 2018 with many organisations reporting losses for the first time in 10 years.

The UCF reserves will support Endowment CPI and 4% disbursements in 2019 but no other funds will see an increase – they will also not have any losses. There is little likelihood of disbursements from discretionary funding. On a positive note, the $8.6m distribution to UC in 2018 was a record, and a new MBIE matched-giving project will see the corporate income figure increase in 2019.

13. COLLEGE SUMMARIES (PROVIDED BY PVCs)

College of Arts (Te Rāngai Toi Tangata)

Changes in College leadership include Peter Field taking over as Head of Humanities and Creative Arts. The role of Dean (Research and Postgraduate) has been phased out: Deputy PVC Paul Millar now has oversight of research, and the Dean (Academic), postgraduate matters. The Dean (International), Chris Jones, has joined the management team. The BA review panel has met regularly, looking at options for introducing core, skills-oriented courses. We are moving to the online version of the workload model, incorporating metrics for service and administration as well as teaching; and have begun to examine and respond to the outcomes of the organisational culture surveys we undertook last year. The College will soon resume the scholarly and cultural events that link us to our community. The School of Music Friday lunchtime recital series starts 22 February, and the Monday evening New Music Central concerts begin on 18 February with *Mukhlisa*, blending Western jazz with Middle-Eastern percussion. On 6 April, the Teece Museum will present a new exhibition, *Fantastic Feasts,* exploring food in the ancient world.

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

I would like to thank all colleagues who worked over the summer to deliver a number of Business School courses and programmes. These included the MBA and BTM programmes; two outgoing Study Tour courses – one to China, the other to Chile and Argentina; the incoming China Study Tour involving 20 students from the School's partner university, Zhejiang Gongshang University; and the 12-week, UCE EY Summer Startup Programme. This programme involved 30 students working with business mentors and staff to develop their own ventures. At the awards evening on 7 February, 12 finalists pitched a wide range of ventures to a 250-strong audience. Staff and students in the MBA and BTM programmes and the UCE moved into new accommodation on levels 6 and 7 of the Rehua building. Initial feedback from all concerned has been very positive – students are delighted with the spacious, interactive learning spaces.

College of Engineering (Te Rāngai Pūkaha)

2019 enrolments are up 12% on the same time last year with diverse growth and increasing numbers of new-to-UC, women and Māori students. The School of Product Design will double student numbers. To support the growth, the College has hired many new staff. All the CETF project areas are occupied and functioning apart from the Fire Laboratory which will be completed by 31 March. Feedback from students and staff about our state-of-the-art learning/research environment has been highly positive. The recent Women in Engineering programme saw 60 female Year 12 high-school students participate in a five-day residential programme. Students experienced different engineering workshops and heard presentations from female engineers in industry. 60% of survey respondents reported they were "highly likely" to attend UC next year with 24% reporting "very likely". The PVC hosted a staff forum on culture assessment results and culture leaders are working closely with their teams to formulate agreed action plans.

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

The College has successfully shifted to Rehua, and we are very pleased to be located in the heart of campus. It has been wonderful to hear the buzz of excitement and interest in our new space from students and staff. We also appreciate the enthusiastic welcome from our colleagues. The Moana Nui a Kiwa (formerly known as Coppertop), Centre for Community Engagement, and state-of-the-art facilities enable us to further showcase and expand our research and teaching excellence. Being on Ilam campus also enables our students to be better connected to the many central support services and UCSA activities.

Thanks to the collective efforts of both professional and academic staff, our student recruitment and retention efforts have been a resounding success, showing an overall increase of 6.7% in enrolments across all programmes in the College. We are also fortunate to be welcoming 10 new staff members to our College community.

College of Science (Te Rāngai Pūtaiao)

In the College of Science Te Rāngai Pūtāiao, as in the rest of the University, our focus has been enrolling students, assisting students to make decisions about their programme of study, and on preparing for the imminent start of the academic year. In terms of new initiatives, we continue to make good progress towards the development of a new degree with some Kia Tōpū themes that will be offered jointly with Lincoln University. This new degree will have undergraduate research as a central pedagogy, and the majors will be structured around key global challenges. We have been affected by the sudden death of one of our PhD students: we have marked her passing, and with the support of a number of teams across the University continue to support those staff and students affected by her death.

13.1 Appendix 2: Events Calendar

Event calendar: www.canterbury.ac.nz/events

Date	Event name	Key goal
Friday 8 February	Chemical & Process Engineering 75 year anniversary	Engage
Monday 11 February	International Welcome	Retain
Monday 11 February	Community Meeting | Hui ā-hapori	Engage
11 - 13 February	Regional Studies Association Third Australasia Conference 2019 (RSA)	Conference
Wednesday 13 February	Māori Orientation	Retain
Wednesday 13 February	Staff Forum | Te Wānanga Ipurangi	Engage
Friday 15 February	Orientation Day | Herea tō waka	Retain
18-19 February	Coming in Slantways: Sexuality Education Otherwise	Conference
Thursday 21 February	UC Connect | Tauhere: Quake kids – After 10,000+ quakes, how do we help our tamariki? Presented by: Kathleen Liberty (EHHD)	Promote
Saturday 23 February	Crusaders v Hurricanes	Engage
Wednesday 27 February	Update Day Auckland	Recruit
Saturday 2 March	SVA The Big Give	Engage
5, 13, 19 March	SVA UCAN Year 12	Engage
Wednesday 6 March	Commerce Careers Fair |Taiopenga Rapuara Tauhokohoko	Retain
Wednesday 6 March	Law and Justice Recruitment Evening | Taiopenga Rapuara Ture	Retain
Wednesday 6 March	Health Precinct Advisory Council: Health Research talks	Engage
Wednesday 6 March	UC Connect | Tauhere (TBC)	Promote
Friday 8 March	Women in Leadership Breakfast (Auckland)	Recruit
Saturday 9 March	Crusaders v Chiefs	Engage
Thursday 14 March	UC Connect | Tauhere: Feeding the brain: exploring nutrition's role in mental health. Presented by: Julia Rucklidge (Psyc/Science)	Promote

13.2 Appendix 3: VC Activities

Past	
5 February 2019	• Attended UCE EY Summer Start up Programme Showcase
6 February 2019	• Attended Postgraduate Student BBQ
11 February 2019	• Attended and spoke at the Community Meeting
13 February 2019	• Attended and spoke at the Staff Forum • Attended Staff BBQ
14 February 2019	• Met with Iona Holstead, Secretary of MoE • Met with Tim Fowler, CE of TEC • Attended Universities NZ VCs meeting in Wellington
15 February 2019	• Attended UC Orientation Day and spoke at the Parents/Whānau sessions
21 February 2019	• Attended UCF Board of Trustees Meeting
Future	
28 February 2019	• Attending HR Institute of NZ Awards – UC is nominated for an award
4 March 2019	• Attending Dinner with Rochester and Rutherford Hall
5 March 2019	• Attending Dinner with College House
6 March 2019	• Attending Erskine Morning Tea
7 March 2019	• Attending UCFA Board Meeting • Attending the CECC hosted Prime Minister Luncheon • Attending UCF Development Steering Group and Board of Trustees Meeting
8 March 2019	• Hosting Dinner with Lianne Dalziel, Minister Woods and Chancellor Sue McCormack
12 March 2019	• Attending Dinner with Ilam Apartments
13 March 2019	• Attending Dinner with Bishop Julius Hall
15 March 2019	• Attending Dinner with UCSA Executives
18 March 2019	• Hosting the VC Forum with UCSA
19 March 2019	• Attending Dinner with Sonoda Hall
20 March 2019	• Attending Dinner with University Hall
22 March 2019	• Speaking at Principal Association (Secondary principals form Canterbury and West Coast)
26 March 2019	• Attending Dinner with Kirkwood Hall

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Report to the Council from a meeting of the Finance, Planning and Resources Committee held on Monday 18 February 2018

The Committee recommends:

1. Parking and Traffic Statute

   That: Council approve the Parking and Traffic Statute.

2. Graduate Profile Update

   That: Council receive the Graduate Profile presentation.

3. CAPEX Report to 31 December 2018

   That: Council note the CAPEX Summary Report to 31 December 2018.

Ms Catherine Drayton
Chair
Finance, Planning and Resources Committee

20 February 2019

Memorandum | Pukapuka

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Registrar's Office

To:	Ki:	University Council
From:	Nā:	Jeff Field, University Registrar
Date:	Rā:	20 February 2019
Subject:	Kaupapa:	Parking and Traffic Statute Review
Purpose:	Aronga:	For approval

Please find attached the tracked changes version of the Parking and Traffic Statute 2019.

Following advice from the Contact Officer that no changes needed to be made to the content of the document, only minor changes have been made to the format and some existing hyperlinks. A two-yearly review date has been applied to the Statute.

Recommendation: For approval.

Ngā mihi,

Jeff Field
University Registrar

UCPL-4-24

UC Policy Library

Parking and Traffic Statute 2017

Last Modified	~~March 2018~~February 2019
Review Date	~~January 2019~~February 2021
Approval Authority	Chair, University Council
Contact Officer~~Person~~	Security and Campus Community Support Manager – Learning Resources

Introduction

This statute sets out the University's parking and traffic management regime on campus.

Definitions

Campus – includes all University property, including vehicles, field stations, regional campuses and centres and applies to all activities under the general control of the University.

Permit/coupon – a permit/coupon issued by the University to allow the holder specific benefits. The types of benefits may vary depending on the type of permit/coupon issued.

Statute Provisions

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 neglects or refuses to promptly give that information or who shall give to such Security Officer a false or inaccurate name

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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 Land Transport Act 1998 or any Act or regulation passed in amendment or 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. 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.

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

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(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 72 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.

11. Use of any vehicle for sleeping in overnight is not permitted.

12. Permits shall be affixed in accordance with the instructions provided, and shall be removed before the disposal of the vehicle.

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.

14. The Parking and Traffic Regulations 2003 are hereby repealed (see *Appendix A*).

15. This statute, entitled the Parking and Traffic Statute 2017, shall come into force on 1 January 2017.

Note: Details of permit charges, fines and review procedures are available from ~~UC Security Services~~ at Parking (University Life at UC~~Campus Services~~ website).

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Related Documents and Information

Legislation

- Land Transport Act 1998 (New Zealand Legislation website)

UC Website and Intranet

- Campus Services~~Parking~~ (University Campus Services intranet~~website~~) (Staff only)
- Parking~~UC Security and Campus Community Support~~ (University Life at UC website)

Appendices

- Appendix A: Parking and Traffic Statute 2003

Document History and Version Control Table			
Version	**Action**	**Approval Authority**	**Action Date**
1.00	Parking and Traffic Statute (2017) removed from University Regulations and input into UCPL template accessible via the UC Policy Library.	University Council	Jan 2017
1.01	Change in Contact Officer to Security and Campus Community Support Manager	Policy Unit	March 2018
2.00	Scheduled Review by CO, minor changes to content	University Council	Feb 2019

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Appendix A

Parking and Traffic Statute 2003

1. (a) 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 specific 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.

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. 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. 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. 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

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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 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 Campus Services Manager 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 Campus 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.

9. Permits shall be affixed in accordance with the instructions provided, and shall be removed before the disposal of the vehicle.

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.

11. The Parking and Traffic Regulations 1995 are hereby repealed.

12. This statute, entitled the Parking and Traffic Statute 2003, shall come into force on 1 January 2003.

Note: Details of permit charges and fines (and provision for the reduction of fines for prompt payment) and review procedures.

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Memorandum Pukapuka

Financial Services
Office: Level 5, Matariki
Extension: 94028
Email: robyn.nuthall@canterbury.ac.nz

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Ki:	To:	UC Council
Nā:	From:	Catherine Moran, Assistant Vice-Chancellor Robyn Nuthall, UC Futures Programme Director
Rā:	Date:	Wednesday, 20 February 2019
Kaupapa:	Subject:	Graduate Profile Project Final Report
Aronga:	Purpose:	For information

Introduction

The Graduate Profile project to implement a set of university-wide graduate attributes for all bachelors' degrees has been one of the five projects included in the UC Futures programme and monitored by the Governance Oversight Group (GOG) since 2014. A key milestone for this project was achieved on time in December 2018 in line with the Crown Funding Agreement requirements.

For that milestone, UC undertook to review all relevant degrees for alignment with the UC Graduate Profile by December 2018. This was completed as part of the five yearly Programme Reviews.

Graduate Profile Project Final Report

As the final milestone has now been achieved, a report on the project has been drafted for submission later this month to the GOG. This report is a collation of existing key graduate profile materials, with new updates on measurements and progress, and a summary of outcomes from the past five years.

SMT has reviewed the draft and minor corrections have been incorporated; FPRC has endorsed the report and the final draft is *attached here* for information. Please note that the appendices referenced in the report are not included today, but are available upon request.

FPRC Action: Critical Changes Due to the Graduate Profile

Late last year, FPRC requested a one to two page summary of the impact of the graduate profile work. This one page report, an initial summary of the project's impacts and implementation, was included in FPRC papers for discussion this month. Both are now also included for Council information.

For information.

Ngā mihi,

Catherine Moran,
Amokapua Akoranga

Robyn Nuthall,
Kaihautū, UC ki Mua.

Graduate Profile Project
Impacts and Implementation

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Core Attribute: Critically competent in a core academic discipline of their degree
Learning Objective: Students know and can critically evaluate and, where applicable, apply this knowledge to topics/issues within their majoring subject.

Attribute 1: Employable, Innovative and Enterprising (EIE)
Learning Objective: Students will develop key skills and attributes sought by employers that can be used in a range of applications.

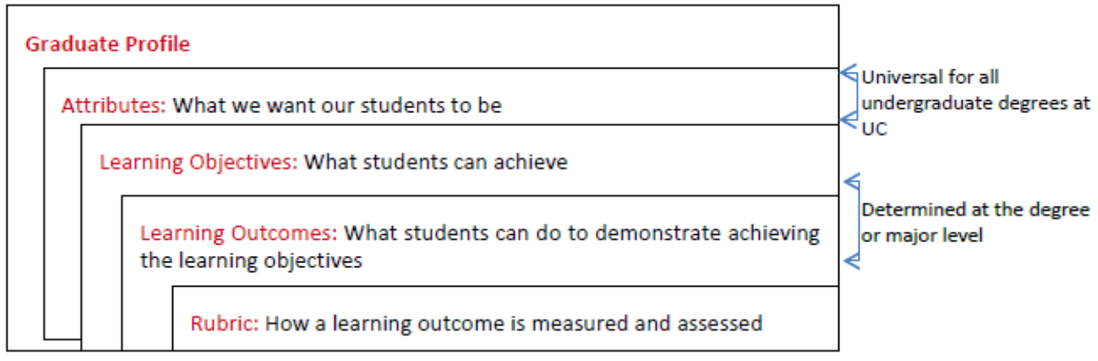
Attribute 2: Biculturally Competent and Confident (BiCC)
Learning Objective: Students will be aware of, and understand the nature of biculturalism in Aotearoa New Zealand, and its relevance to their area of study and/or their degree.

Attribute 3: Engaged with the Community (CE)
Learning Objective: Students will have observed and understood a culture within a community by reflecting on their own performance and experiences within that community. UC students engage with the community across many facets of their degrees and co-curricular experiences.

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. Building global awareness involves taking a perspective outside the current cultural context.

Adopting the Changes

- A lead group was established to steer implementation
- It established curriculum hierarchy
- Three key objectives were set
- A lead college or office was named to lead each attribute and a physical location
- A kaupapa was written for each attribute.



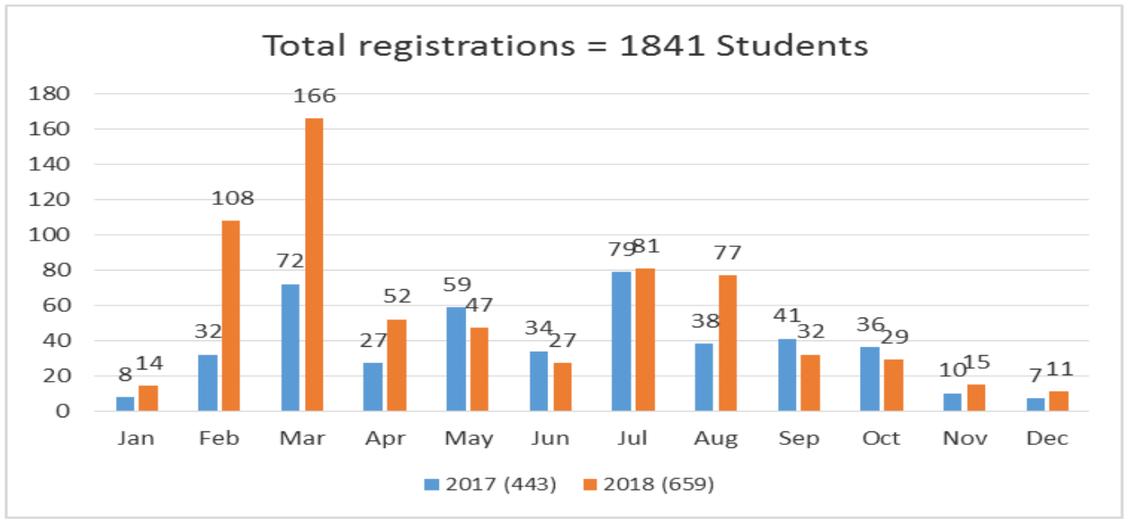
Objective 1 – Opportunities in the curricula

- 100% of bachelors' degrees reviewed and mapped meeting the delivery milestone
- Most bachelors' degrees now include additional specific courses to address gaps identified in the mapping, such as SCIE101; others have named strategies for incorporation
- Significant external accolades for design and implementation of the BICC attribute
- Teaching Week has been transformed and is supporting development of academic staff.

ENGL 110, EURA 101, HSRV 102, MAOR 107, MAOR 108, MAOR 165, TREO 110, CHCH101, PACE 195, PACE 295, PACE 395, BSNS 201, BSNS 290, GEOG 106, SCIE101 ……

Objective 2 – Opportunities outside the curricula

- In 2018, over 16,500 student engagements with UC Careers through Career Consultations, Seminars, Workshops and Career Fair events. This was a 64% increase from 2017.
- CCR – significant improvements in processes, engagements and establishment of Validator engagement – over 1800 registrations, 534 claims, 15 new activities and 16 new validators. International full fee students very much engaged with the CCR.



Objective 3 – Ensuring UC Graduates are Distinctive

- 60% of graduates (completing in 2017) have undertaken a community or work integrated course at some time during their degree – often in professional degrees such as teaching, engineering, social work.
- The Graduate Destination Survey showed 25% of graduates took part in some volunteering. Of those 80% felt it contributed directly to their employment opportunities.

UC Futures UC ki Mua

Graduate Profile Project Final Report

February 2019

Te toia, te haumatia - Nothing can be achieved without a plan, workforce and way of doing things

Version	0.4
Date:	Wednesday, 20 February 2019
Prepared for:	UC Council
Prepared by:	Catherine Moran, Robyn Nuthall
Purpose:	For information

Executive Summary

In October, 2014, the University of Canterbury Council endorsed a set of university-wide graduate attributes to be adopted for all undergraduate degrees. This endorsement was the culmination of three years of work to identify the best way to differentiate UC graduates and how that might be done.

This report is the final report for the project as the work to incorporate the UC-wide attributes is now well embedded into curriculum development and pedagogy across all undergraduate degrees. The following table summarises the five attributes which make up the UC Graduate Profile.

Attribute No.	Icon	Title	Description
1		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.
2		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.
3		Biculturally competent and confident	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.
4		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.
5		Globally aware	Learning Objective: Students will comprehend the influence of global conditions on their discipline and will be competent in engaging with global and multi-cultural contexts.

UC has made very significant progress in implementing the UC Graduate Profile since it was conceived in 2012 and 2013 and committed to achieve in 2014. The requirement to ensure all graduates of bachelors' degrees are able to demonstrate the five attributes, including the four UC-wide attributes, is now a routine element of new degree development. All bachelor degrees have been reviewed and mapped to the attribute learning outcomes.

UC is now in a good position to allow 'business as usual' processes and management to take over from the special arrangements established to lead these changes.

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Introduction

In October, 2014, the University of Canterbury Council endorsed a set of university-wide graduate attributes to be adopted for all undergraduate degrees. This endorsement was the culmination of three years of work to identify the best way to differentiate UC graduates and how that might be done.

Each undergraduate degree in a New Zealand university is aimed at producing graduates with a particular graduate profile. The graduate profiles are made up of a series of graduate attributes. In recent decades, each UC graduate profile has been uniquely prescribed for each award and for most majors within each award.

The introduction of a set of attributes common to all undergraduate degrees represents a clear statement of what distinguishes UC graduates. It builds on the characteristics most valued by employers and that support the university's overarching goal to produce **graduates who are prepared to make a difference** in the world.

A project was established to spearhead the introduction of these attributes under the UC Futures UC ki Mua programme. The project has been led by the Deputy Vice-Chancellor, Academic and now the Assistant Vice-Chancellor, Academic, and supported by Pro-Vice-Chancellors and tens of academic staff across the institution.

This report is the final report for the project as the work to incorporate the UC-wide attributes is now well embedded into curriculum development and pedagogy across all undergraduate degrees.

This report summarises:

- the approach taken to adopting the attributes,
- how the institution has incorporated these processes into normal business,
- progress to date, and
- what UC expects to achieve in the medium term.

It is noted that the last Project Control Group meeting for this project was held in December, 2018 and the minutes of that meeting are appended (Appendix B).

> 'Graduate attributes are the qualities, skills and understandings a university community agrees its students should develop during their time with the institution. These attributes include but go beyond the disciplinary expertise or technical knowledge that has traditionally formed the core of most university courses. They are qualities that also prepare graduates as agents of social good in an unknown future.' – *Bowden, J., Hart, G., King, B., Trigwell, K. & Watts, O., 2000, Executive Summary, Generic Capabilities of ATN University Graduates*

Graduate Attributes

Core Attribute: Critically competent in a core academic discipline of their degree
Learning Objective: Students know and can critically evaluate and, where applicable, apply this knowledge to topics/issues within their majoring subject.

Attribute 1: Employable, innovative and enterprising (EIE)

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

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.

Attribute 3: Engaged with the community (CE)

Learning Objective: Students will have observed and understood a culture within a community by reflecting on their own performance and experiences within that community. UC students engage with the community across many facets of their degrees and co-curricular experiences.

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. Building global awareness involves taking a perspective outside the current cultural context.

The Approach Taken to Adopting the UC Graduate Profile

UC used five specific tactics to support the adoption of the UC graduates profile and the attributes that make it up:

1. A lead group was established to steer implementation
2. It established the relationship between the profile, attributes and down to the rubrics.
3. Three key objectives were set
4. A lead college or office named to lead each attribute and a physical location established from which to lead the attribute
5. A kaupapa was written for each attribute

In the following sections, we outline the outcomes of each of these decisions.

1. Steering the Changes

The group initially tasked with steering the changes through was the Learning and Teaching Committee of the Academic Board. Later this was replaced by a specifically constituted Project Control Group.

The Terms of Reference for the Graduate Profile Project Control Group are appended to this report (Appendix A). This report marks the closing of that group, as it is now considered that the key changes to organisational design and processes have been implemented.

Using UC's adopted change management framework, academic staff are not only aware of the changes, they largely see the value in them, know what they are, and are implementing the new approach across the institution[1].

The next key change for the project is to ensure that students not only know about the attributes and their value upon graduation, but also how they can participate in acquiring them, developing them and using them to gain advantages once they graduate. This will be developed through normal 'business as usual' processes.

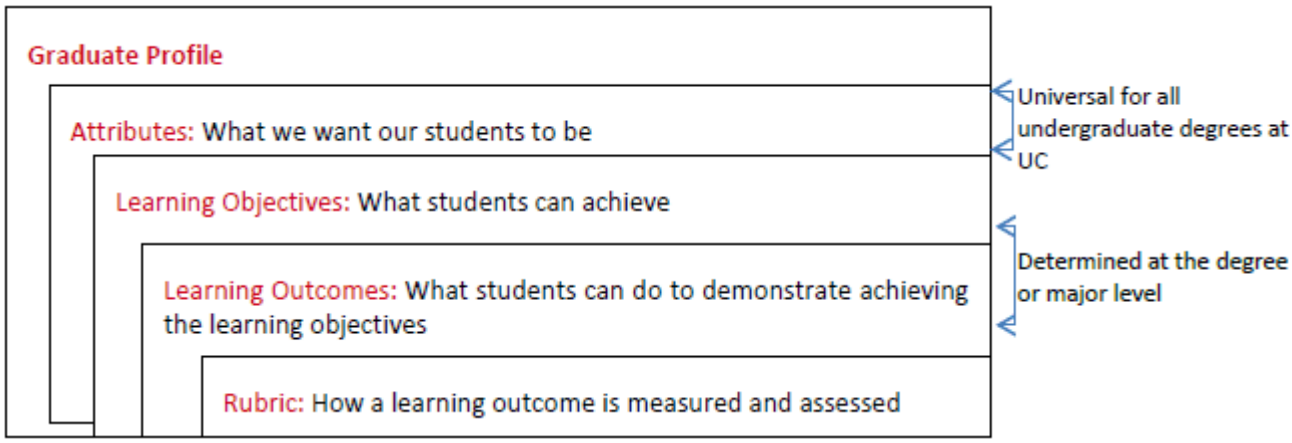
2. The Graduate Profile and Pedagogical Hierarchy

Early in the process, the UC Learning and Teaching Committee of Academic Board established an approach to adopting the UC Graduate Profile which was then endorsed at Academic Board.

By identifying a hierarchy of terms, curriculum developers are able to see how the attributes link to the learning objectives, outcomes and rubrics which are routine parts of curriculum development at UC.

[1] UC's change management framework uses ADKAR – Awareness, Desire, Knowledge, Ability and Reinforcement.

Figure 1: The Learning and Teaching Committee's hierarchy of terms for curriculum development.



The attributes of the Graduate Profile, or what we want our students to be, and the Learning Objectives, what students can achieve, are universal for all undergraduate degrees at UC. The various learning outcomes and rubrics for assessing these are to be determined at degree or major level.

The five UC-wide graduate attributes which make up the UC graduate profile are shown below along with the learning objectives set for each.

3. Graduate Profile Objectives

The project adopted a set of objectives as part of the implementation of the UC graduate profile. The project aimed to achieve the following objectives (which were used in an interim review of the project in 2017):

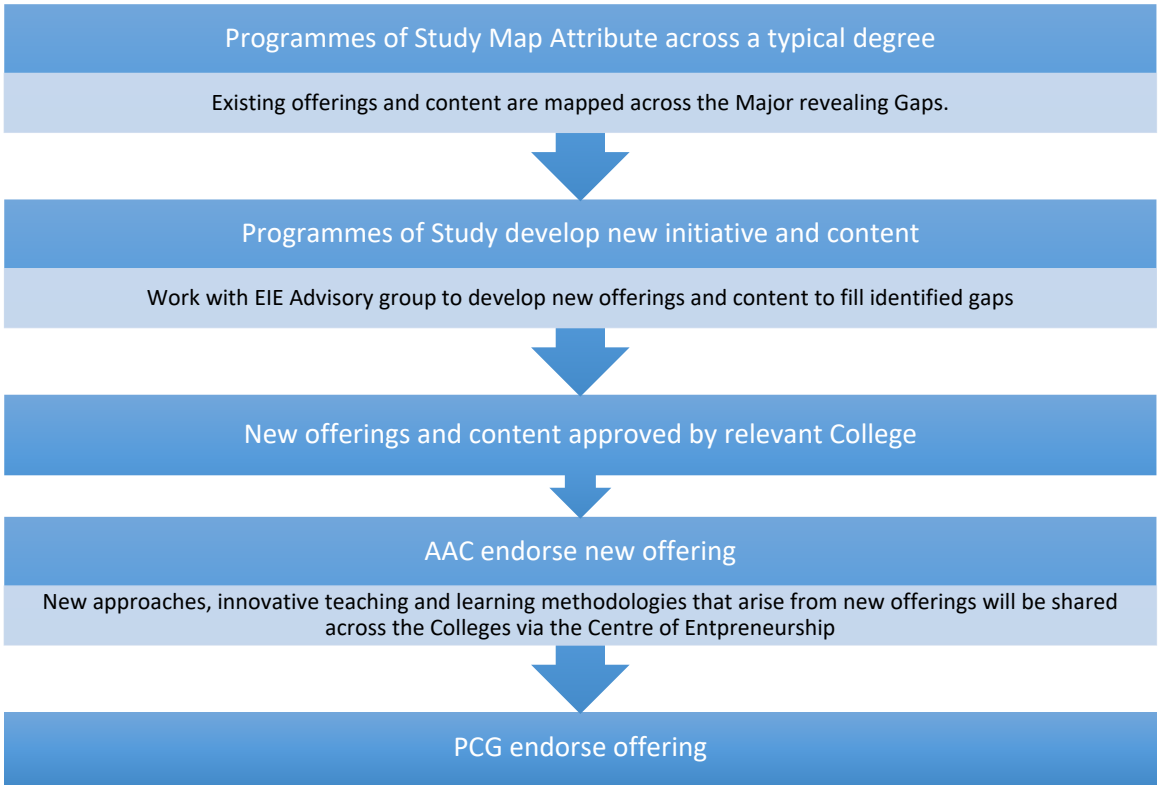
1. To ensure students have opportunities to engage with the Graduate Profile in the curriculum
2. To ensure students have opportunities to engage with the Graduate Profile outside the curriculum
3. To ensure UC Graduates are distinctive and their pathways reflect their graduate profile experiences.

Engaging with the Graduate Profile in the Curriculum

UC is primarily implementing the graduate profile through modifications or new developments in the curricula associated with each bachelor's degree. In some cases the curriculum is also guided and/or approved by external accreditors, such as Engineering New Zealand. The effect of this is that curricula designers are challenged to balance the needs and demands of external professional and accrediting bodies, with the aim of creating a distinct UC graduate profile.

The process to adopt attributes into the curriculum for each degree is largely the same for each attribute, with the first stage checking on how much existing content will support the students' engagement with the attribute using a technique called 'mapping'. One of the key milestones which has been used for the implementation of the UC graduate profile is when the degrees have had their mapping completed. All bachelor's degrees have now been mapped.

Figure 2: The process for adopting the employable, innovative and enterprising attribute.



Progress in curricular development is included in Appendix D and the frameworks for implementation are in appendices E, F, G and H.

Engaging with the Graduate Profile Outside the Curriculum

UC has an exceptionally strong student body with a now world renowned tradition of volunteering. A large ratio of students join clubs and experience not only the camaraderie of belonging but learn and practice skills from governance through to volunteer management. The key for UC is to capture the information about who is doing what, and to provide formal recognition for that engagement.

In order to do this UC has developed and adopted the Co-curricular Record, where students and employers can register positive experiences which build the students' ability to demonstrate the graduate attributes.

Table 1 (below): A summary of Co-curricular Record interactions by students grouped by attributes.

Co-curricular Record (CCR)		UC Graduate Attributes (GAs)				
		Bicultural Competence & Confidence	Community Engagement	Employability Innovation & Enterprise	Global Awareness	WRS total hours
Work Readiness	Communication	78	1686.75	550	157.5	2472
	Initiative and enterprise	15	29	140	0	184
	Leadership	58	838	283.5	60	1240
	Learning	48.5	662.5	587.25	46	1344
	Planning and organising	0	760	285	0	1045

Co-curricular Record (CCR)		UC Graduate Attributes (GAs)				
		Bicultural Competence & Confidence	Community Engagement	Employability Innovation & Enterprise	Global Awareness	WRS total hours
Skills (WRS)	Problem solving	0	305	488	24	817
	Self-management	0	1402	167	25	1594
	Teamwork	52	234	264	64	614
	Technology	0	0	117	36	153
	GA Total hours	252	5917	2882	413	9463

Notes: GA=UC Graduate Attributes; WRS = Work-Readiness Skills

Ensuring UC Graduates are Distinctive

The process of developing a reputation for distinctive graduates will be long. However, communication and engagement with employers, students and graduates will ensure an effective transition. Evidence from Ako Aotearoa is that the most successful graduate attribute projects ensure that students understand the attributes and are able to articulate how they are achieving them or have achieved them. Progress in achieving this will be monitored by regular surveys.

3. Lead Colleges or Offices and their Locations – the Hubs

Although implementation of the attributes is by definition a collaborative effort, UC decided that in order to make significant progress, the implementation of each attribute should be led from a particular college or office. The primary attribute – being critically competent in a core academic discipline – remains the responsibility of the sponsoring college for each degree.

Figure 3: The following leads were established and locations identified.

Attribute	College	Location
Biculturally Competent and Confident (BiCC)	Office of the AVC Māori	Te Ao Marama building
Employable, innovative and enterprising (EIE)	College of Business and Law	Working group is developing practical approaches with the Careers Centre
Globally aware	College of Arts	International centre, Karl Popper building
Engaged with the community (CE)	College of Education, Health and Human Development	Community engagement centre, Rehua building

4. A Kaupapa was Written for Each Attribute

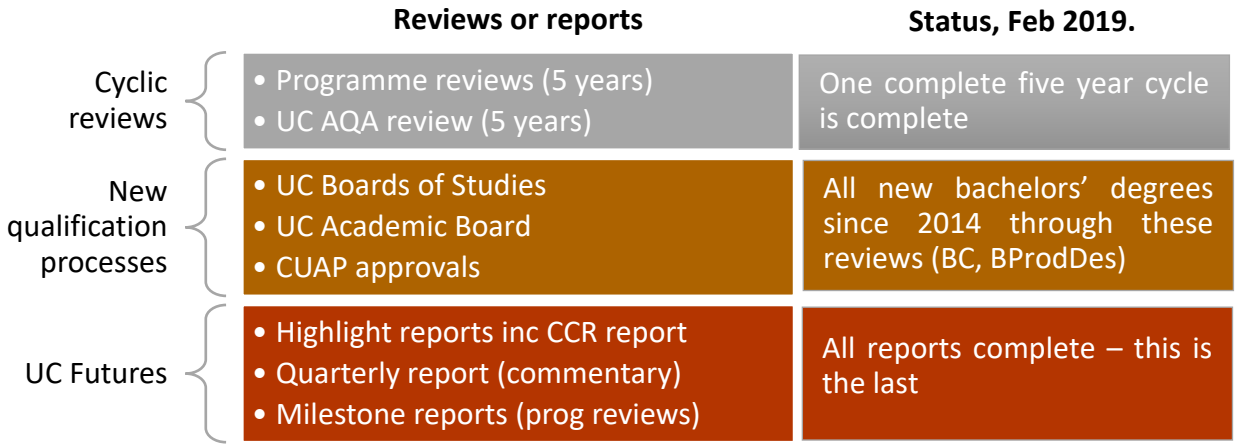
The kaupapa outline the specifics about how each attribute will be implemented for the curricula. They include the background, definitions, and processes or support for implementation. These kaupapa are appended to this report and will be reviewed at regular intervals (appendices E, F, G and H).

Measuring and Reporting on Progress

The implementation of the UC Graduate Profile started as a post-earthquake initiative to ensure UC graduates are measurably distinct from other New Zealand graduates, and built on global examples in this area. It was envisaged that UC would adopt the component attributes through normal academic and quality assurance processes.

In signing the Crown Funding Agreement with the Government, the University committed to adopting the UC graduate profile and to reporting on progress to the Governance Oversight Group (created to monitor progress on the Crown Funding Agreement). This added a further layer of review and reporting to UC's normal academic reporting and review.

Figure 4 (below): The normal and additional UC Futures reporting and review processes used in implementing and measuring progress towards the adoption of the UC Graduate Profile.



In order to monitor progress for the GOG, a single milestone measure was adopted. This was the five yearly review of all bachelor's degrees, which is an existing regular review called the Programme Review, and which is being used as the main way of assessing to overall progress in curriculum development for this purpose.

In December 2018, UC completed a full cycle of Programme Reviews and all UC bachelor's degrees have been assessed to gauge their ability to produce graduates with the UC attributes.

Programme Reviews

External quality assurance for University programmes is done through the Committee on University Academic Programmes (CUAP) and the Academic Quality Agency for New Zealand Universities (AQA).

Programme reviews involve internal and external reviewers, at least one of whom must be international, to assess the quality of the programmes. For the purposes of the Wider UC Futures Programme, a review of the UC Graduate Profile was added to the terms of reference for all programme reviews from 2013. The advantage of the programme reviews as a mechanism for

evaluating the Graduate Profile is that in addition to self-review, interviews with staff, students, and external stakeholders are typically a major part of the review. This is important for determining meaningful change.

Academic Audit (NZ Academic Quality Agency Cycle 5 Audit)

The Academic Quality Agency for New Zealand Universities (AQA) does a regular audit of NZ Universities. University of Canterbury took part in the Cycle 5 Audit in 2014. While not a requirement of the Crown Funding Agreement, it is worth noting the outcomes of this audit as it pertains to the Graduate Profile. At the last AQA review panel recommended that UC ensure all students had opportunities “to meet the intended graduate outcomes (graduate attributes) during their period of study”.

The following table shows the framework to measure its progress towards achieving the Graduate Profile objectives.

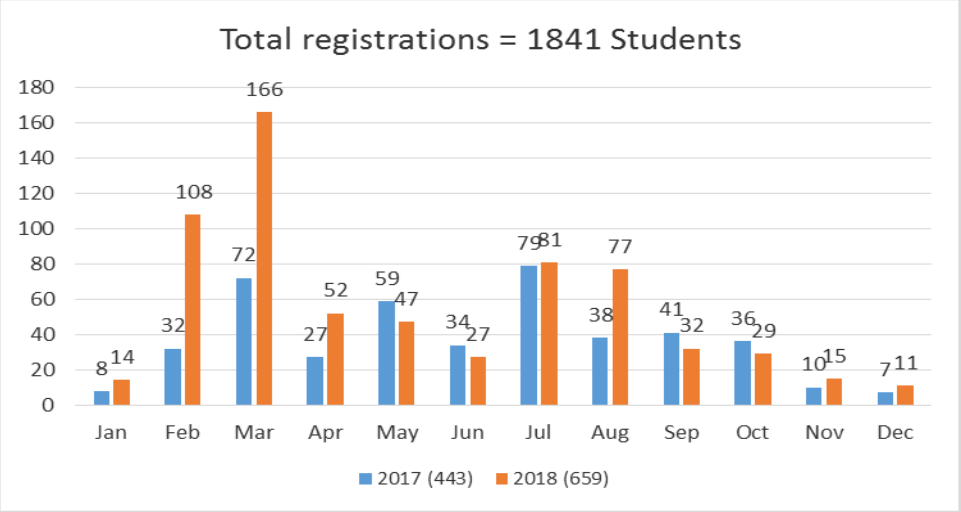
Framework for UC Outcomes and Measures of Success

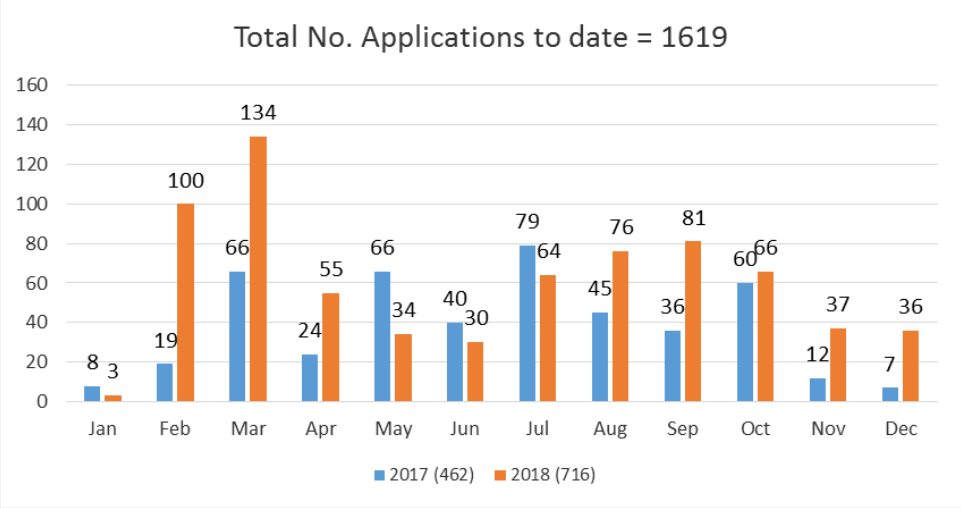
Objective	Outcome	Measures
1. Ensuring students have opportunities to engage with the Graduate Profile **in the curriculum**		
• Establishment of implementation frameworks	The Graduate attributes are defined by learning outcomes so they can be measured.	**Measure**: Defined learning outcomes adopted by Academic Board (100% completed June 2017)
• Teaching staff are aware of the graduate attributes so they can be embedded in courses across degrees	Staff know about the graduate attributes and can identify the attributes in their courses.	**Measure of success**: Staff map the attributes to the current course offerings (100% completed for Bicultural Competence and Confidence December 2016; 100% completed for remaining attributes at December 2017). **Measure of success**: All new programmes of study or revised courses of study that are for approval through Academic Board achieve the Graduate Attributes. (100% completed through Quality Assurance processes and Course Development templates). **Measure of success:** By 2020, all courses across a programme of study will identify the UC graduate attributes by course in the Course Information System. Each course will refer to the graduate attribute achieved and will be represented by a relevant icon so the courses are easily identified and mapped.
• UC offers a range of courses that explicitly address graduate attributes	Students have the option of engaging with the attribute regardless of which bachelor's degree they are enrolled in.	**Measure of success:** There is at least one course across UC that is open to every student, providing an opportunity for every student to take courses that align with the graduate attributes. This has currently been met.
2. Ensuring students have opportunities to engage with the Graduate Profile **outside the curriculum**	Students have experiences outside of their programme of study that they can align with the graduate profile.	**Measure of success**: Increase the number of students taking part in Co-Curricular Record (CCR) activities; increase the number of activities in the CCR. There are a range of experiences that students can experience outside the curriculum. Students can record their experiences, and have them validated, through the CCR. The CCR is an opportunity for students to take part in a range of activities that align with the Graduate Profile. Roughly 1800 students have taken part in activities that are part of the CCR. There are 55 activities for students ranging from volunteering to peer mentoring. **Measure of success:** Student exchange provides an opportunity for students to gain experience with the global awareness attribute. A measure of success is to increase the number of students taking part in international exchange. **Measure of success**: Increase the percentage of students taking part in community engagement or work experiences either through the curriculum or outside the curriculum. As of 2017, 60% of students were taking part in some type of work-integrated learning experience not including labs or field trips.
3. Ensuring UC Graduates are distinctive and their pathways reflect their graduate profile experiences	Students and employers recognise the distinctiveness of UC graduates through their engagement with the graduate attributes.	**Measure of success:** Student surveys – Evidence of student's engagement in graduate profile activities can be identified through student surveys. The Graduate Destinations Survey, administered to UC students after graduation includes questions that address student involvement in activities that reflect the graduate attributes. It is expected that student's awareness of their own experience with the graduate attributes will increase as implementation is rolled out. **Measure of success:** Employer surveys – The distinctiveness of UC graduates should be evident to employers. As noted by one employer "We accept that students from across NZ will have excellent degrees. We are looking for that 'something extra' or something that differentiates them. Students who can convey their knowledge beyond the discipline are valued." *Deloitte NZ staff to the NZ Deans of Business*.

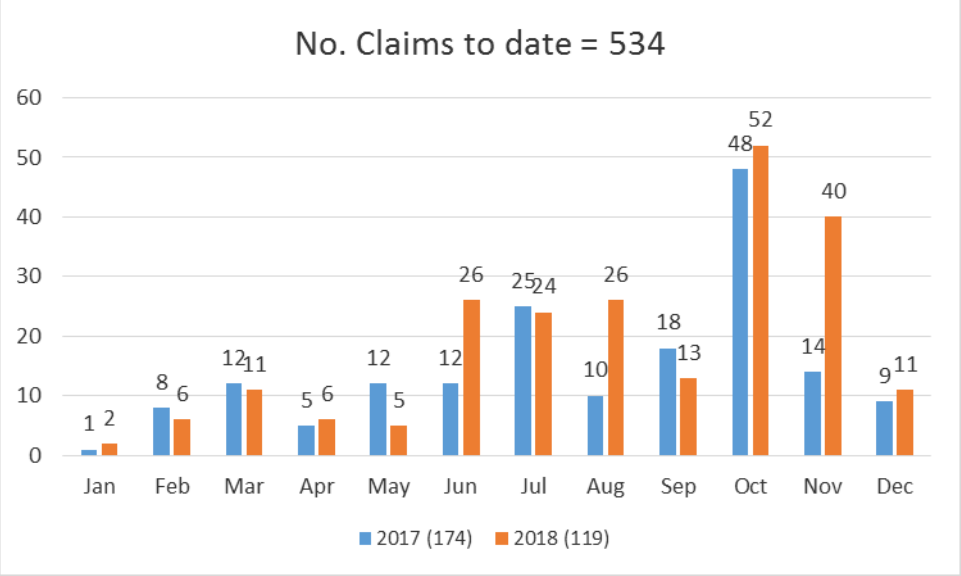
CCR Programme Overview

One of the main ways of achieving the extra-curricular objective is the implementation of the Co-curricular Record. The following charts show the latest results from that project.

Figure 5: The Quarterly CCR report for Q4 2018.







- Total registration, application and claim figures are from inception of CCR and exclude declined submissions.
- No. of registered students that have graduated = 695
- No. of applicants who have graduated = 583
- No. of individual students who have applied = 985
- No. of claimants who have graduated = 209
- No of individual claimants = 302
- See Appendix for further breakdowns of demographics.

Outcomes Five Years in to the Programme

UC has made very significant progress in implementing the UC Graduate Profile since it was conceived in 2012 and 2013 and committed to achieve in 2014. The requirement to ensure all graduates of bachelor's degrees are able to demonstrate the five attributes, including the four UC-wide attributes is now a routine element of new degree development.

Of particular note is the implementation of the BICC, which has been the subject of international papers and local accolades. Arguably the hardest of the attributes to implement, UC has made significant and marked progress on this attribute.

Overall, progress in doing this appears the same or better than some Russell Group universities also aiming to implement institution specific graduate profiles.

2018 is the first year that students entering any bachelor's degree will include the minimum requirements for the graduate profile. It is now for UC to build on that base to ensure staff, students and employers are acquainted with and value those distinctive differences.

The next steps to achieve this are:

1. Ensure that the location and nature of assessment is aligned with appropriately with the attributes, learning objectives and outcomes (described as authentic assessment).
2. A further increase in the availability of work integrated learning
3. A review of the kaupapa for each attribute.
4. Contribution to a balanced dashboard for academic quality.

Memorandum | Pukapuka

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UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	Ki:	Council
CC:	Tārua:	-
From:	Nā:	Keith Longden
Date:	Rā:	20 February 2019
Subject:	Kaupapa:	31 December 2018 quarterly capital expenditure report
Purpose:	Aronga:	For information

I attach the Quarter 4, 31 December 2018 capital expenditure report.

The report shows continuing progress on many projects, but with an underspend against the 2018 full year capital budget of $46.9 million for UC Futures and other projects; Colleges and Services Units are $4.5 million underspend against the 2018 full year capital budget. This is mainly because a number of projects included in the 2018 budget have not progressed as quickly as originally anticipated in the 2018 budget, resulting in the variance in actual to budget. The 'final account' for RRSIC Stage 1 was settled and paid in December 2018.

Rehua is now open to occupation, although the final account is yet to be advised by Hawkins (Downer). Work on RRSIC stage 2 (Beatrice Tinsley) is progressing well, with completion planned in July 2019.

Recommendation:

For information.

Ngā mihi,

Keith Longden
Executive Director / Chief Financial Officer | Kaihautū Matua Ahumoni

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Quarterly Capital Expenditure Report

FINANCIAL SERVICES

December 2018

Prepared by:	Sarah Guo and Project Managers
Prepared for:	Keith Longden
Date:	12 February 2019
Version:	2.0

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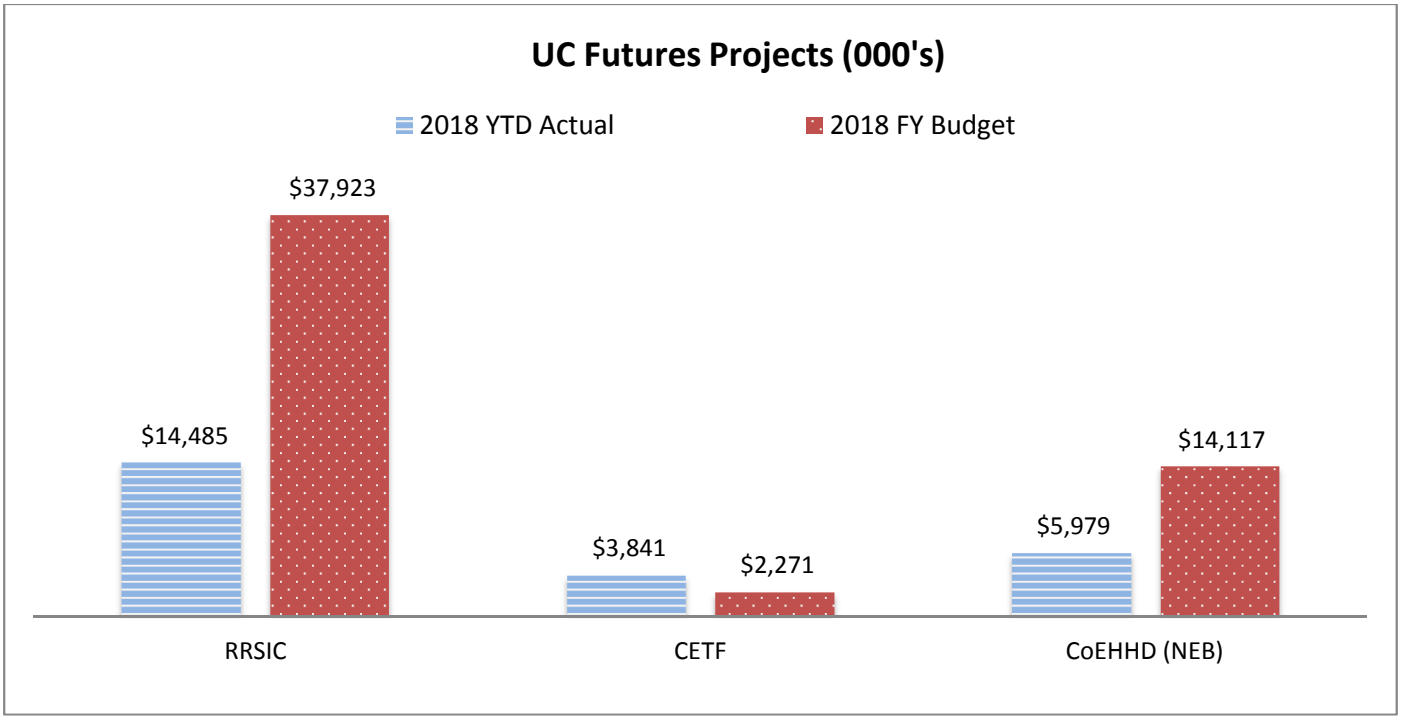
Executive Summary



Overall position – UC Capex

The reconciliation to the 31 December 2018 monthly report is as follows:

$ Capex	2018 YTD Capex Actual	2018 FY Capex Budget	Variance A v B
UC Futures	24,305,613	54,311,102	- 30,005,489
Other Projects	47,516,838	64,424,143	- 16,907,305
Colleges + Service Units	6,348,439	10,841,105	- 4,492,666
Total	**78,170,890**	**129,576,350**	**- 51,405,460**

** UC Futures includes RRSIC, CETF and Rehua*

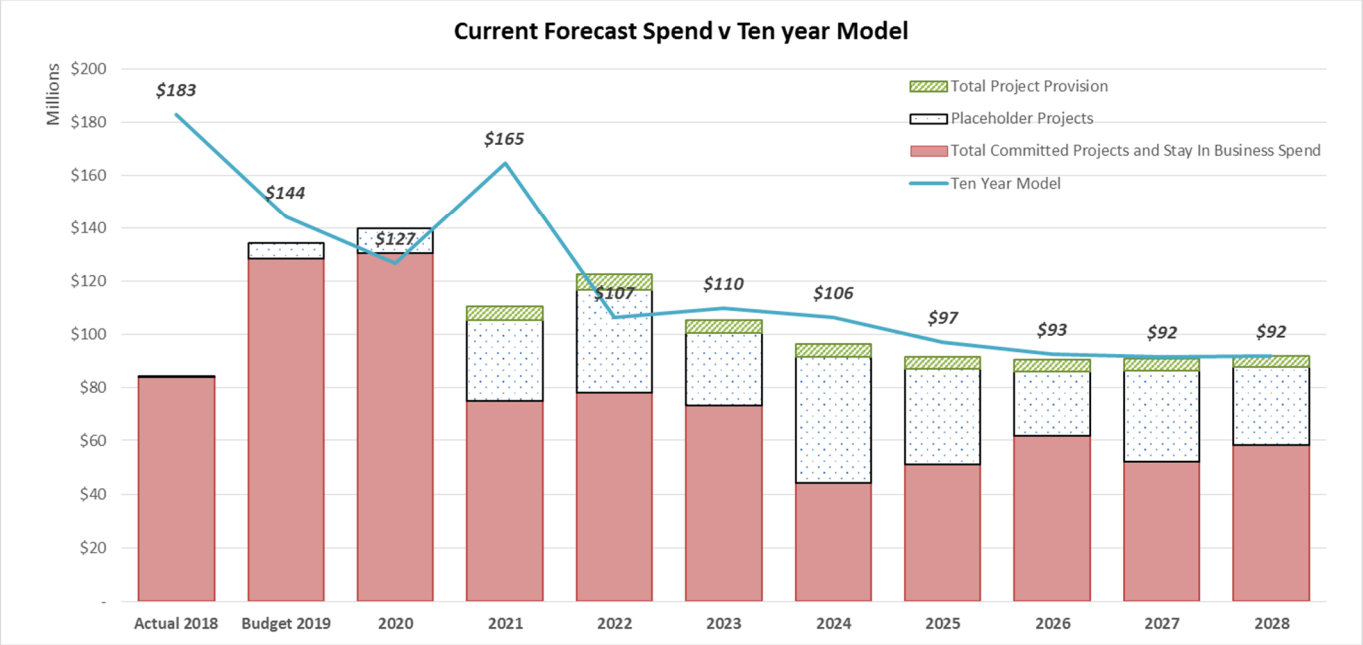
Notes:

1. At the end of Quarter 4, the three UC Futures Projects are $30.0M behind budget. The main contribution to this variance is RRSIC $23.4M and Rehua $8.3M behind the full year budget.
2. Quarter 4 spend on other projects have been $16.9M under budget. Some of the projects have not progressed as quickly as was anticipated during 2018 budget cycle. Specifically, programme delays have affected the UCSA Redevelopment, Arts Precinct – Locke & Logie and Co-location of Communication Disorders projects.
3. The detailed business case for the Recreation Centre was only approved by Council in November which was much later than expected during 2018 budget cycle.
4. Minor capital sectors (Library, Engineering Services and Campus Services) have all achieved their annual capital spend budget, however IT minor capital is underspend due to project delays.

Capital Projects – In flight (excluding UC Futures projects and BAU Minor Capital)

	Capital Projects $000's	2018 YTD Capex	Project To Date	Current Total Approved Budget	Original approved budget	Forecast Total Project Cost	Variance (current approved - forecast total)
Top Projects							
1	Student First Programme	4,199	11,821	21,800	21,800	21,800	-
2	UCSA Building	13,306	19,394	31,889	26,700	31,889	-
3	Arts Precinct - Locke & Logie	339	987	7,195	7,195	8,478	(1,283)
4	Garden Hall Accommodation	1,924	1,974	77,735	77,735	77,735	-
5	CMP - Sport and Recreation Centre	207	251	56,838	56,838	56,838	-
				-			
Buildings and services				-			
6	UC Wellness Precinct Infrastructure	1,629	3,582	3,437	3,437	4,099	(662)
7	Clearing the Villages (Kirkwood, Dovedale and Wheki)	1,318	1,641	3,334	3,334	3,334	-
8	Te Papa Hauora (Health Precinct)	1,142	1,441	1,611	1,611	1,611	-
9	CWRK GS25 Ilam Boiler - Low Carbon Energy Strategy	17	17	5,510	5,510	5,510	-
10	CWRK UN00 Ilam Building Assessment - Low Carbon Energy Strategy	4	4	110	110	110	-
11	CWRK GS41 Dovedale Boiler - Low Carbon Energy Strategy	17	17	4,590	4,590	4,592	(2)
12	Connon Hall	957	957	2,107	2,107	2,069	38
13	CWRK UN00 Product Design School Growth	292	421	1,500	1,500	1,500	-
14	Co-location of Communication Disorders	1,961	2,123	4,200	4,200	3,740	460
Technology and Business				-			
15	Storage Enhancement	3,159	3,245	4,824	4,824	7,345	(2,521)
16	Identity Access Management (Stage 1 & 2) - IAM	1,355	1,784	4,724	4,724	3,696	1,028
17	Windows 10 and Office 2016 upgrade	388	522	1,204	950	1,162	41
	Total Open Projects	**32,151**	**50,795**	**232,607**			

KPI - Traffic Light
Green - Below Current Total Approved Budget
Amber: Within 5% of Current Total Approved Budget
Red: 5% + above Current Total Approved Budget



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

Post Implementation Reviews

The following projects are being proposed for review as part of the 2019 PIR Plan. A memorandum outlining the proposed plan is scheduled to be provided to the Audit and Risk Committee at their next meeting.

Project code	Description	Actual/ *Forecast* end date	Total approved ($000)
B1734	CETF	Feb 2018	144,280
B1857	Electrical Link +Recladding	Jul 2017	5,491
B1846	Arts Centre	May 2017	4,551
L0180	Skype for Business	Dec 2017	1,584
B1984	Dovedale accommodation (Sonoda extension)	Feb 2018	10,253
B1982	Te Papa Hauora	Jul 2018	1,611

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

TE POARI AKORANGA

ACADEMIC BOARD

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

RECOMMENDATIONS TO THE COUNCIL
FROM MEETINGS OF THE ACADEMIC BOARD
ON FRIDAY 7 DECEMBER 2018 AND FRIDAY 8 FEBRUARY 2019

The Academic Board met on Friday 7 December 2018 and Friday 8 February 2019. It recommends:

That the Council:

1) approve the amendment to the credit transfer regulations as attached.

2) note the attached reports on its meetings.

Professor Ian Wright
Chair
Te Poari Akoranga – Academic Board
15 February 2019

TEMPLATE 3 – REGULATION CHANGES

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

DETAILS

Title of qualification	General Regulations		
Year of introduction of the proposed change	2020		
Department or School	Academic Quality		
College			
Contact person	Sue Holstein	**Phone number**	93948

1. Purpose of the proposal

To amend the Credit Recognition and Transfer Regulations by allowing for cross-credit between a 60 point certificate and a degree.

2. Justification

The Regulation Review undertaken in 2017 did not specify cross-credit or lack of cross-credit between a 60 point certificate and a degree. Earlier this year a number of enquiries were made about the availability of credit as UC has over the past few years introduced a range of certificates across the colleges. Looking at the credit between diplomas and degrees, and degrees and degrees and being cognisant of the statement in the CUAP Handbook which states that if both qualifications are completed, the maximum of cross-credit has normally been accepted as no more than one-third, the AVC Academic recommends that the Regulations be amended to allow for 15 points cross credit between a 60 point certificate and a degree.

3. Proposed new regulations

2019 Calendar page 39

Credit Recognition and Transfer Regulations
4 Cross –Credit
Add a new clause i
(c) A student may cross- credit courses….

i. A maximum of 15 points between a UC 60-point level 5 certificate and a degree;
ii. Renumber i as ii etc

UNIVERSITY OF CANTERBURY
REPORT OF THE ACADEMIC BOARD MEETING HELD ON
FRIDAY 7 DECEMBER 2018
TE POARI AKORANGA

The Academic Board reports for information the following matters that were considered in the December 2018 meeting of the Board, other than the discussions about future relationships with Lincoln University which were previously reported:

1. CHAIR'S REPORT

The Chair:

- Congratulated those academic staff who had recently achieved promotion;
- Thanked Josh Proctor for all of his work as UCSA President.

2. THE VICE-CHANCELLOR'S REPORT

The Vice-Chancellor took his report as read and noted the following additional matters:

- Early applications to enrol numbers continue to be larger than at the same time in 2017, however further analysis suggests that this may in part be due to improvements in seeing enrolments in the system, and so the apparent increase may level out in January. Contingency planning has been underway in Timetabling and Student Services to prepare for the potential 15% increase in students if the early indications were to materialise in enrolments.
- The dedication of Rehua had taken place the previous day, ready for occupation in 2019. A further milestone was reached - the closing out of the Fletcher's contract which was within budget. From early January, Homestead Lane will be closed to buses to allow for the construction work to begin on the new hall of residence.
- University Council has approved in principle a detailed business case for the new Recreation Centre to be built next to the UCSA building.

3. ACADEMIC REVIEW: BACHELOR OF SPEECH AND LANGUAGE PATHOLOGY (HONOURS)

The Academic Dean of Science acknowledged the work of the panel who had conducted the review. The College were pleased with the commendations and the department had begun working through the recommendations which would continue to improve the student experience, curriculum and communication in what was acknowledged as a respected degree nationally, internationally and within the profession.

4. ACADEMIC REVIEW: ONE YEAR ON REPORT FOR THE BCOM(HONS), MCOM

The Dean of Business took the report as read. He added that the report had helped develop a new step in the programme review process across the university, where each Dean allocated roles and timescales to the completion of specific recommendations.

5. REPORT FROM THE ACADEMIC ADMINISTRATION COMMITTEE

The Assistant Vice-Chancellor (Academic) introduced the attached report which recommended that cross-credit be allowed between a 60 point certificate and a degree.

6. SUMMER RECESS AND DELEGATION

The Chair noted this would be the last ordinary meeting of the year and the motion was carried to delegate Board activities for the summer recess to the Chair of the Board in consultation with the Academic Administration Committee as appropriate.

7. MOTION OF APPRECIATION

The Board passed a motion with acclamation to record its great appreciation of the leadership of the outgoing Vice-Chancellor, Dr Rod Carr, during a time of unprecedented uncertainty and risk to the University following the events of 2010 and 2011 form which the University is poised for its next phase of growth.

REPORT OF THE ACADEMIC BOARD MEETING HELD ON FRIDAY 8 FEBRUARY 2019 TE POARI AKORANGA

The Academic Board reports for information the following matters that were considered in the February 2019 meeting of the Board:

1. CHAIR'S REPORT

The Chair:

- Reported that enrolment numbers are looking positive compared to the same time in the cycle in 2018, bearing in mind there are still three or four weeks to go. There is a 3-5% increase in domestic students and a 20+% increase in international full-fee paying students. He thanked staff for all their hard work;
- Confirmed that no executive decisions were required by the Chair over the summer recess;
- Noted that Professor Jon Harding had stepped down as Dean of Postgraduate Research and wished to convey the Board's thanks for his contributions. Professor Bryce Williamson has accepted the role of Dean (for a one-year term) and congratulations were offered to Associate Professor Ekant Veer who has moved into the role of Associate Dean of Postgraduate Research (Scholarships);
- Updated members that UC has re-joined REANNZ, with a 58% reduction in cost and renewed access to eduroam. Following a question, he confirmed that all eight universities formed a consortium which helped reduce the cost and all are back in REANNZ;
- Encouraged members to submit nominations for the UC teaching awards and teaching medal, open until 1 April;
- Reported that the Student First project, aiming to improve UC's responsiveness and efficiency in student management (particularly around student enrolment and retention), would this year be engaging more closely around academic and business processes, involving time with the Deans, Pro-Vice-Chancellors, Heads of School/Department and Academic Managers;
- Outlined some of the likely work programme for the Board during the year. This would include discussions about the proposed Graduate School, renewed discussions on the review of the Academic Board following the Vice-Chancellor's input, course

developments for Kia Tōpū and further updates about the future relationship with Lincoln. Two new positions are to be advertised shortly to develop Kia Tōpū – a professorial-ranked Research Director and an Associate Professorial Academic Programmes Director.

Professor Catherine Moran, Assistant Vice-Chancellor (Academic) also shared some of the developments in her portfolio in 2019. Two new appointments had been confirmed: the Learning Evaluation and Academic Development team leader is Kaylene Sampson, combining academic development, institutional research and surveying and the Academic Quality team leader is Joanne Noble-Nesbitt. Expressions of interest for a new role of Dean (Academic) will also be sought in the next week. She said that the Learning and Teaching Committee is setting up a series of task and finish groups and will receive the next draft of the Learning and Teaching Strategy at its February meeting. The Board would also receive the outcome of the Human Ethics review, a draft microcredentials framework, CUAP proposals and updates on the work of the Children's University.

2. INTRODUCTION FROM THE VICE-CHANCELLOR

The Vice-Chancellor thanked members for welcoming her to the post which she had now held for a week. She said that over the coming months, she intended to visit all the Colleges, Schools, Departments and Units to start an interactive dialogue on the future academic vision for UC. She said she felt privileged to be Vice-Chancellor as the university prepared for its 150th anniversary and moved from discussions about physical infrastructure to look ahead to the long term future and reflect on what kind of university UC should be in the world in the next 50 years.

She said that she felt the Academic Board has a critical role to play in shaping the university's academic vision. The vision will be influenced by technology which has changed how we think about knowledge, creativity and innovation including block chain technologies and microcredentials, but believes that there is still an appreciation for the continuing core of what universities provide. She said that universities are unique and exciting places where she has appreciated the opportunities to teach and produce knowledge which in turn is taught in the future. She expressed a desire to see the development of an academic strategy for UC which would include learning, teaching and research as a single enterprise, with quality, relevance and the pursuit of excellent as core elements. She said that as the university is a publically funded institution, we need to ensure we have an impact in our discipline and are accountable in the local community, nationally and beyond.

She said that she wants the academic strategy to be something that everyone at UC could shape, share and identify with and she wants to ensure that the student voice is also taken into account. Once a shared vision has emerged of the kind of university UC would like to be, this will provide a framework for how future resources are allocated. She looked forward to hearing more views.

A member asked what her views were on encouraging diversity at UC. She replied that her understanding of diversity was not simply based on demographics, but that diversity should be at the heart of a fine university throughout its disciplines, research, teaching programmes and experience. She was also asked if there would be a pause on strategic projects whilst the new academic strategy emerged. She replied that on the contrary, the university should be a space for creativity and innovation and an open space for proposals and that once the academic plan is in place this will be used as a basis to develop criteria to decide which proposals should be supported. She is keen to work with multi- and cross-disciplinary clusters over a period of time. She was asked how she might encourage collaboration where traditionally disciplines have worked in isolation. She said that historic tensions were likely to continue, but that if these collaborations are to be seen as important, they need to be intentionally rewarded and a

discussion on recognition would follow the academic plan. The Chair thanked her for her introduction.

3. REPORT FROM THE UCSA

Sam Brosnahan, the UCSA President reported that 2019 was an exciting year as it was the UCSA's 125th anniversary which would also see the opening of Haere-Roa, the new UCSA building in semester two. He said that the UCSA had recently employed its first Academic Co-ordinator, Sarah Davidson who is in a part-time role to help support the six members of the student executive to help build a sense of continuity in engaging with the university in enhancing student study and academic development. He thanked members for the work they were doing in the academic space to support students.