COUNCIL

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

EMBARGOED UNTIL 4pm WEDNESDAY 27 JUNE 2018

Agenda

Date **Wednesday 27 June 2018**
Time 4.00pm
Venue Council Chamber, Matariki

Refer to Page No.

1. APOLOGIES: Sue McCormack

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 May 2018) 1-5

4. MATTERS ARISING

PART ONE: REPORTS

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6. FROM THE VICE-CHANCELLOR
   6.1 Monthly Report 9-46

7. FROM THE ACADEMIC BOARD
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8. 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 Special Meeting held on 21 May 2018 and the Council Meeting held on 30 May 2018 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	Emeritus Professor nomination	To protect the privacy of natural persons.	7(a)
6.2	Research Medal	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)
7.2	Erskine Review and Report of Attorney-General	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)
8.2	Draft Kia Tōpū Programme BC	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.3	Student First Update 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)
8.4	Movements in Year End Forecast to May 2018	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.

9. REPORT FROM THE PUBLIC EXCLUDED SESSION

10. GENERAL BUSINESS

11. NEXT MEETING –**Wednesday 25 July 2018**

COUNCIL

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Minutes

Date	**Wednesday 30 May 2018**
Time	4.00 pm
Venue	Council Chamber, Level 6 Matariki
Present	Dr John Wood (Chancellor), Ms Sue McCormack (Pro-Chancellor), Dr Rod Carr (Vice-Chancellor), Mr Peter Ballantyne, Dr Rosemary Banks, Professor Roger Nokes, Mr Warren Poh, Mr Malcolm Peterson Scott, Mr Shayne Te Aika, Mr Steven Wakefield.
Apologies	Ms Catherine Drayton, Mr Josh Proctor
In Attendance	Mr Jeff Field, Registrar and University Council Secretary Mr Bruce White, Acting Registrar Professor Ian Wright, Deputy Vice-Chancellor Ms Alex Hanlon, Executive Director, Learning Resources Mr Keith Longden, Chief Financial Officer Professor Catherine Moran, Assistant Vice-Chancellor (Academic) Dr Darryn Russell, Assistant Vice-Chancellor Māori Dr Andrew Bainbridge-Smith, Academic Registrar Mr Adrian Hayes, Financial Controller Mr Steve Hunter, Health and Safety Manager Ms Robyn Nuthall, UC Futures Programme Manager Ms Petra Westropp, Intern Business Analyst Mrs Joanne Noble-Nesbitt, Erskine Programme Manager
CONFLICTS OF INTEREST	There were no conflicts of interest reported.
MINUTES	The minutes of the meeting held on 26 April 2018 were approved and signed as a correct record.
MATTERS ARISING	There were no matters arising.
FROM THE CHANCELLOR	**Chancellor's Meetings** The schedule of meetings was noted for information. **Council Work Plan 2018** An updated copy of the Work Plan was tabled and Mr White noted the changes made since the plan was last tabled. It was noted that the PG PIP Business Case would now be referred to as Kia Tōpū. Dr Russell

reported that Kia Tōpū meant 'to collaborate and join together in the interest of the collective'.

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.

FROM THE VICE-CHANCELLOR

Monthly Report
Dr Carr presented the report which was taken as read. He noted that there were no verbal updates on matters in the public section of the meeting.

Moved

That: The Vice Chancellor's Report be received.

Carried

FROM THE FINANCE, PLANNING AND RESOURCES COMMITTEE:

Mr Ballantyne, in the absence of Ms Drayton, provided the report on the FPRC Committee meeting on 21 May 2018.

Māori Student Engagement
Mr Ballantyne noted that there had not been sufficient time at the FPRC Committee meeting to consider the report, and as a reflection of its importance, Dr Russell had been invited to Council to discuss the issue of Māori student engagement.

Dr Russell thanked the Council for the opportunity to present to the meeting. The report provided an overview of current Māori student engagement highlighting the initiatives undertaken in Māori student recruitment, retention and achievement.

It was noted that in terms of recruitment, efforts had been focused on attracting students from local communities. Bicultural competency was important to Māori students who welcomed the opportunities provided at UC to explore their cultural identify and this was something which helped differentiate UC from other NZ universities. It was important though that UC continued to be a culturally responsive institution.

Dr Russell responded to questions about attracting students beyond the local market and Māori population projections by stating that, although the Māori and Pasifika populations were set to increase, the pipeline of students would likely remain the same. Students may be looking to obtain degrees in subjects such as law and engineering rather than the more traditional areas of the arts or education.

It was acknowledged that Māori students had numerous choices when it came to tertiary or higher education and/or employment and that this was a competitive space. UC's relationship with Ngāi Tahu was discussed, with Dr Russell commenting upon the strength of the relationship especially through the Ngāi Tahu Research Centre

The Chair congratulated Dr Russell on recently completing and receiving his doctorate.

Moved

<u>That:</u> Council:

i) receive the Māori Student Engagement report, and

ii) offer their congratulations to Dr Russell on recently completing and receiving his doctorate.

Carried

2019 Meeting Schedule

The proposed meeting schedule was agreed and the Chair asked that FPRC and Audit and Risk Committee members put the dates in their diaries. It was noted that there would be two meetings of the Audit and Risk Committee in February 2019 to enable production of the Annual Report.

Moved

<u>That</u>: Council adopt the meeting schedule for 2019.

Carried

FROM THE AUDIT AND RISK COMMITTEE

Mr Ballantyne introduced the report from the Audit and Risk Committee.

Health and Safety Report

Mr Steve Hunter, Health and Safety Manager, was invited to present the Health and Safety Report. He commented that there were no significant health and safety concerns across the campus. UC's workforce was very proactive when it came to health and safety matters but it would be good to see greater student involvement. It was requested that initiatives be undertaken to increase student involvement.

An external audit of UC's health and safety systems based on WorkSafe Plus/AAC audit standards had been undertaken. Whilst the report was still being finalised it had identified some concerns in the system which needed to be resolved. Overall, UC's systems were operative. The final report would be considered at the August Audit and Risk Committee meeting.

Moved

<u>That:</u> Council receive the Health and Safety Report.

Carried

Health and Safety Charter

Mr Ballantyne noted that the Health and Safety Charter had been approved by the Audit and Risk Committee. The Charter had been amended to include a reference to 'wellbeing'.

Professor Nokes queried the wording of the first bullet point in the Policy Statement. It was agreed that the wording should be changed to '*Demonstrate excellent health, safety and wellbeing and legal compliance*'.

Moved

That: the Health and Safety Charter be approved.

Carried

FROM THE ACADEMIC BOARD

Professor Ian Wright presented the report from the meeting of the Academic Board, highlighting:

- There had been less business in May than usual.
- Dr Anne Brower was the recipient of the 2017 Critic and Conscience of Society Award.
- An issue for the Library Committee concerning publishing bundling content to maximise revenue and the financial impact of this. It was noted that collective action was being taken by French and German universities and was something that the Library Committee would be closely monitoring.
- Progress on the development of a new Learning and Teaching Strategy.

The Council congratulated Dr Brower on her award and asked the Vice-Chancellor to pass on their congratulations.

Moved

That: the Academic Board Report be noted.

Carried

PUBLIC EXCLUDED MEETING

Moved

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

Item on Public Excluded Agenda	General Subject Matter	Reason for passing this resolution in relation to each matter	Grounds under section 48(1) for the passing of this resolution
4	Minutes of the meeting held on 26 April 2018 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 6.1	**From the Chancellor** Emeritus Professor Nomination	To protect the privacy of natural persons.	7(a)
7. 7.1	**From the Vice-Chancellor** 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)
7.2	UNZ Letter to Minister re University Sector Funding	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. 8.1 8.1.1 8.1.2 8.2 8.3 8.4	**From the Finance, Planning and Resources Committee** UC Futures - UC Futures Summary - GOG Agenda Orange H Receivership TEC Annual CAM Self-Assessment Student First Update Report	To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(h) 7(f)(i) 7(h) 7(f)(i) 7(f)(i)

8.5	Sale of 112 Waimairi Road	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(h)
8.6	Movements in Year End Forecast to April 2018	To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.	**From the Audit and Risk Committee**		
9.1	Draft minutes of the meeting of 21 May	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	Event Investigation Recommendations	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)
10.	**Strategic Discussion**	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)
11.	**From the Vice-Chancellor Appointment Committee**	To protect the privacy of natural persons.	7(a)

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

GENERAL BUSINESS There were no items of general business.

The meeting closed at 6.37 pm.

NEXT MEETING The next meeting is scheduled for 4.00pm on Wednesday 27 June 2018.

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:	Dr John Wood, Chancellor
Date:	19 June 2018
Subject:	**CHANCELLOR'S MEETINGS**

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

- Met with Jo Dowling, Alumni Manager, re 150th anniversary celebrations
- Met with National MPs Matt Doocey and Michael Woodhouse
- Attended Development Strategy Group meeting
- Participated in formal meeting of Greater Christchurch Partnership Group
- Executive Committee Meeting of Canterbury History Foundation
- Met with Professor de la Rey via videoconference to plan her visit to UC in July
- Participated in a Council health and safety site visit to RRSIC 2
- Attended FPRC meeting
- Attended 2 day Protected Areas Symposium at Lincoln University
- Catch up meeting with Nicky Wagner, MP
- Ministerial Reception, PHARMAC 25th Anniversary

J. J. Wood

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UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

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

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1. INTRODUCTION

Registrations for Open Day on 12 July currently exceed 2,000, up 19 % on this time last year. There appears to be an uplift in expressions of interest in studying at UC in 2019 among year 13 students across the country.

The University Council was pleased to announce the appointment of the new Vice-Chancellor – Professor Cheryl de la Rey. Currently the Vice-Chancellor of the University of Pretoria, South Africa, Professor de la Rey, a psychologist by background, has extensive experience in University leadership and is expected to take up office in February 2019.

It would appear that efforts are being made to provide funding to adjust the Student Achievement Component (SAC) funding rates by between 1.5% and 2% for the 2019 academic year, possibly only for courses delivered at degree level and above. An announcement is expected soon. It has been confirmed that the course fee maxima will be raised by 2%. A recommendation on 2019 domestic fees will be made to the July meeting of the Finance, Planning and Resources Committee of Council.

The receiver for Orange H. Ltd (in receivership) has contested the University's right to terminate its contract and contested our right to recover costs against the bond. In the meantime the University has taken control of the worksite and is progressing completion of outstanding works.

Fletchers has stepped up efforts to complete outstanding work on the Ernest Rutherford building with nearly 50% of the outstanding 2,000 scheduled items closed out in recent weeks. The award of Practical Completion is imminent. Progress continues on the Rehua building but confidence about a completion date remains low. Construction of the structural frame for the Beatrice Tinsley building has begun and the revised programme allowing for extensions of time related to asbestos removal means a completion date toward the end of the second quarter of 2019. The UCSA building continues to progress with early indications of further slippage in delivery date into March 2019.

Decommissioning of the Kirkwood and Dovedale Villages is on schedule for completion at the end of June. We understand 80% of the units have been on sold to the Ministry of Education. A business case for the reinstatement of the fields will come to Council later in the year. Perimeter fencing will be erected around the villages to protect and restrict access to the sites while deconstruction takes place.

UC was acknowledged in three of the recently announced Canterbury Architecture Awards – a key award is that received for the design of the Canterbury Engineering the Future (CETF) rebuild. UC was also acknowledged with an award for the enduring architecture of the Ilam Music School building, with recognition of the historic design that has stood the test of time. The Arts Centre work on the Chemistry Building was also recognised. This is the other home for the UC Music School, as well as the Teece Museum of Classical Antiquities. UC is pleased to have received or been associated with this recognition.

Relocations completed or under way include: School of Music Ilam campus from the Music School Building to the Fine Arts precinct; Communications Disorders from their temporary home of over 16 years to the Psychology building; Human Resources to the Henry Field Library pending a final move to Wheki when Rehua is occupied by the College of Education Health and Human Development; IT to the former ITS building and UCIC to Alice Candy House. These relocations have taken a significant effort by all those involved and staff have taken extraordinary measures to minimise disruption to support services and students.

A number of people with UC connections, including staff, former staff and alumni were acknowledged in the Queens Birthday Honours at the beginning of June.

2. STRATEGIC MATTERS

2.1 UC Futures

The UC Futures Programme was originally developed following the Canterbury Earthquakes in 2010 and 2011 to secure Government support to ensure a thriving world-class learning environment and a University which is relevant and engaged with its community. As part of that programme, UC developed the concept of a UC-wide graduate profile where every student graduating from an undergraduate degree would be: critically competent in their chosen academic discipline; employable, innovative and enterprising; bi-culturally competent and confident, engaged with the community; and globally aware.

Work progresses on the attributes supported by the AVC Academic and College executives and Deans.

The Governance Oversight Group (GOG), established under the Crown Funding Agreement to monitor and advise on the recovery of the University, implement the Crown Funding Agreement programme of works known as the UC Futures Programme and advise the Ministers on the payment of the final $50 million Crown Capital Contribution, met to review progress to the end of the first quarter and consider a range of updates. The Group was satisfied with progress and has reported to the Minister of Education.

2.2 Rutherford Regional Science and Innovation Centre (RRSIC)

With recent progress in closing out defects we move closer to the award of Practical Completion and which stage UC will be in a position to commission deferred works and changes not covered by the current contract. This will enable UC to commission work to address a number of oversights and changes to enhance the safe use of the building and create or improve functionality. These works will need to be funded from the minor capital works budget or through Council approved additions to the current estimated cost of the RRSIC Programme. Final Claim processes are under way, including dealing with a larger than expected claim for extension of time.

2.3 Canterbury Engineering the Future (CETF)

We are delighted that the CETF rebuild has won a prize in the Education Category of the 2018 Canterbury Architecture Awards for the Architects, Warren and Mahoney. In its announcement of the awards, the New Zealand Institute of Architects (NZIA), notes that:

"*in total, 34 awards were announced at the Awards event held at Christchurch's Cardboard Cathedral. The 2018 Canterbury Architecture Awards are part of the peer-reviewed New Zealand Architecture Awards programme run by the NZIA. The programme, sponsored by Resene since 1990, sets the benchmark for the country's buildings and recognises the contribution of architects to their towns and communities. The jury convenor for this year's Canterbury awards was Christchurch architect Melanda Slemint. Her fellow jurors were Wellington architect Mary Daish, Christchurch architects Charlie Nott and Duval O'Neill, and Michael O'Sullivan, who has architecture studios in both Auckland and Lyttelton.*"

The Receiver for Orange H. (in Receivership) has contested the right of the University to terminate its contract with Orange H. and to access the bond for the recovery of costs. The University has sought legal advice at every stage and remains confident of its right to termination and claims against the bond. Completion of outstanding works can now proceed under UC's control and dispute resolution may become protracted.

2.4 Rehua Construction project and the move of the College of Education, Health and Human Development to the Ilam Campus

As the construction of the Rehua building creeps to its conclusion, and this is the month of Matariki, it is worth considering the building name, Rehua. Rehua is the name of this newly rebuilt facility to accommodate the College of Education, Health and Human Development, the Centre for Entrepreneurship and College of Business and Law Taught Masters Programmes. The Rehua building name is part of the constellation of building names at UC – Matariki, Puaka, and Meremere, and is spoken of as a chief among stars. Rehua is associated with healing and leadership, as well as the start of summer and therefore links to Puaka.

This month construction has progressed on plan and there is now a view that the Colleges will be able to move in before the end of the year for the start of classes in 2019. The College of Education, Health and Human Development is using Learn (the UC learning online management system) to communicate key information about the move to the Ilam site and will continue to use this and special distribution lists to ensure students are well informed about the move.

Downer EDI has notified the University that it intends to lodge a claim under contract works insurance cover for costs incurred as a result of defective workmanship by the subcontractor working to install the façade of the building. Inadequate installation and supervision along with a lack of quality control have meant significant portions of the facade have had to be removed and re-installed.

2.5 Graduate Attributes

2.5.1 Graduate Profile Highlights

The College of Science has developed a special compulsory course to support the graduate profile called SCIE101 Science, Society and Me. This course runs for the first time in Semester Two this year and has about 500 enrolments. This course covers stimulating questions such as what science is, who does science, how science is practiced, how do science, culture and society interact and how science is communicated to differing audiences. This course draws on a variety of historical and contemporary case-studies, leading edge research, ethical challenges and controversial issues. Students gain an understanding of the civic roles, responsibilities and influence of science in our Maori, New Zealand, and global communities. Students learn how to work effectively as a team and communicate successfully to communities and end-users. Students will learn what it means to be a successful scientist in Aotearoa (New Zealand) and the world in the 21st century.

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.

While students meet the graduate attributes through their programmes of study, it is through the work of those teaching the students in courses, labs, supervisory experiences and day-to-day interactions that the graduate attributes can truly be developed and brought to life for students. July is UC Teaching Month, which celebrates teaching by recognising our teaching staff and sharing teaching practice among colleagues. It is through our excellent teachers that students ultimately are critically competent in the core academic discipline of their degree, while meeting the additional attributes. The range of presentations and symposia being offered by our own staff to their colleagues is a testament of the commitment of our staff to the students and each other.

Attribute 1: Employable, innovative and enterprising

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

All UC students have the opportunity to develop their innovation and enterprising skills through the University Centre for Entrepreneurship's Summit Impact. Being held in September, students have an opportunity to take part in interactive workshops, network and engage in activities related to Social Enterprise. For those wanting an even more hands-on approach, students can work alongside experts over two-days to develop their own social enterprise solutions.

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.

UC has made the most progress with what many thought might be the hardest of these graduate attributes, the need for graduates to be bi-culturally confident and competent. This attribute represents graduates who are distinctive in the knowledge, skills and attributes which position them to respond in the bi-cultural nation and multicultural society of Aotearoa New Zealand, and also to provide distinctiveness in an international context. This is clearly linked to Te Rautaki Whakawhanake Kaupapa Māori Vision, Mission and Areas of Development, in particular Hōtaka Kōunga (Quality Programmes).

In a recent report to senior management, the AVC Māori and Kaiārahi Matua outlined the approach to delivering on this attribute at UC and the progress being made. The way this development is being approached is that UC has built a Kaupapa platform for all curriculum developers to use to ensure vital content is covered in their bachelors' degrees. The kuapapa that every student will learn about has seven components:

1 A process of self-reflection on the nature of 'knowledge' and 'norms'.
2 The nature of contemporary Māori organisational structures e.g. rūnanga, hapū, iwi, iwi corporations.
3 Traditional and contemporary realities of Māori society e.g. tikanga and kawa, te reo Māori.
4 The Treaty of Waitangi and Aotearoa New Zealand's bicultural history.
5 The processes of colonisation and globalisation
6 Other indigenous models of development, knowledge and behaviours.
7 Application of bicultural competence and confidence in a chosen discipline and career.

BiCC is again a focus in Teaching Month with the Culturally Responsive Pedagogy workshop being offered as part of the suite of UC offerings. A report from the Office of the AVC (Māori) reviewed the curricular progress. Colleges are now addressing how to build on early touch-points in their qualifications. For instance, a new course in Business has been developed for 2019 for incorporation in their core programme.

Attribute 3: Engaged with the Community

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

UC students engage with the community across many facets of their degrees and co-curricular experiences. Another opportunity is proposed for 2019 with the Bachelor of Communication. The degree addresses employer demands for communication graduates in the job market, and through the degree will practice their skills in real-life situations with community and/or industry projects. The BC is reflective of how UC is building the graduate attributes explicitly into new and revised offerings.

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. In July, as part of UC Teaching Month, Associate Professor Shanton Chang from the University of Melbourne will be presenting a Keynote speech on Cross-cultural teaching in a diverse classroom. Our own staff will be sharing how they build global awareness through social-media, and global classroom interactions.

The current focus for UC mobility has been on outbound exchanges. Efforts to highlight these exchanges have included seminars, a feature in the Insider's Guide student blog/newsletter and an Instagram takeover. Another Instagram takeover is planned, and in class "taster" promos are under way. Newly introduced twice-a-week drop-in sessions are working well and good numbers of students are making use of this opportunity. The team is also working with the UC Communications and Engagement team to maximise all available promotional avenues to students.

Five students have been selected for the Harbin Institute of Technology (HIT) short study tour due to take place in July. The applications are being sent to HIT to assist with funding for this tour.

The partnerships website has had some major updates and now includes a Global Opportunities section. This will be updated on an ongoing basis with information on UC programmes and those offered to UC students by partner Universities. Information has also been added about the Global Experience Fund which students can now apply for online.

Social media channels aimed at international markets have been boosted where possible and posts automatically scheduled to cater for international time zones.

The University of Canterbury noticeboard on Facebook has been created which is designed to connect international students, share events and organise plans. With 110 members since its launch, the aim is to attract 500 members by the end of 2018. The UCSA has agreed to assist with growing this group.

2.6 International growth strategy

Study Abroad programmes at UC represent the single biggest mid-year arrival of foreign students arriving at UC, a very significant majority of whom are US citizens. US citizens make up the second biggest country group of foreign students at UC. Study Abroad students make a significant contribution to both University life and also to the community, often volunteering as part of their experience with us in Christchurch and the South Island. UC is committed to continuing to support and grow this programme, encouraging more students to spend six months with us as part of their UC undergraduate degree.

The Study Abroad and Exchange Manager and the International Director travelled to Philadelphia to attend the annual NAFSA conference. This is an opportunity for UC to engage with agents and partners, promote UC's programmes as well as increase UC's visibility in the market. The Study Abroad and exchange team have hosted a number of visits from the following partners; IFSA, Oklahoma State University and Purdue University. These visits allowed for discussion around potential Study Abroad cooperation to take place.

2.7 International

Applications for upcoming intakes are tracking well. As of 28 May comparisons of applications year-on-year identified a reduction by 14% in incomplete applications, an increase of 48% and 35% in conditional and full offers and a reduction by 1% in acceptances. The conversion management team is focused on maximising conversions. As part of our ongoing initiatives to improve processing times and student and agent experience, the new Agent Portal was ready for testing at the end of May. Fine-tuning should be complete by the end of June before the portal goes live.

Study Abroad has recently hosted several visits including a site visit from 14 Study Abroad advisors and staff, a two-day visit from Oklahoma State University and a visit from the Purdue University Honours programme regarding potential Study Abroad co-operation for their programme.

The International prospectus has been completed. A photoshoot and content has been completed to highlight UC's world-class offering and is due for completion shortly.

3. CHALLENGE

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

3.1 Marketing

Social media activity remains high with good engagement across Facebook, Instagram, SnapChat and Twitter channels. Students' takeover activity on Instagram has seen a strong response, and has highlighted student life, the campus, UC club profiles and overseas experience. UCME videos and profiles have featured on Facebook. Google AdWords has experienced good growth as have video views and banner advertising response.

The major UCME brand campaign is now in market. Twenty-six students are being presented with all Colleges and UC7 attributes represented. This campaign is a nationwide initiative with adshels outside schools, billboards, bus backs and online activity (both banner advertising and social media). It runs until September.

A series of UCME student profile videos have been developed and can be found on the UCME webpages. These videos are also being featured on social media and other online platforms. A Semester Two campaign runs from May to July. This is an initiative for the local Canterbury market which utilises newspaper, online and radio channels.

A new staff profile platform has been launched which will provide enhanced visibility and usability for staff. Terminal 4 is being upgraded to a new version which will be implemented over the next few months. Following poor performance by the previous search engine a new search engine provider has been selected and this will also be tested and implemented over the next few months.

An Alumni project is under way – the collection of the stories and photographs of over 30 UC Alumni. This will be the basis of targeted campaigns that will be in market over 2018. Information Evening and Open Day campaigns have been in market – with attendance at Information sessions up significantly year-on-year. Work is progressing on a mature market campaign which will be launched in July.

The Introduction to Disciplines suite of publications and the Undergraduate Prospectus have been printed. Work is progressing on the International Prospectus, Travel Abroad Guide and Postgraduate Prospectus. New photography has been undertaken for International market publications.

3.2 Liaison

The Liaison team had a large number of key recruitment events throughout May.

Regional UC Information Evenings took place in Southland, Auckland, Hamilton, Tauranga and Wellington. Attendance numbers were higher than previous years at all events.

Region	**2017**	**2018**
Southland	98	150
Auckland	119	254
Hamilton	65	113
Tauranga	58	110
Wellington	248	274

While in each region for Information Evenings, a number of academics engaged with secondary school students, visiting their schools. These visits have drawn positive feedback from schools so our thanks to the academic colleagues involved.

In addition to Information Evenings, a number of regional Career Expos were held in Christchurch, Nelson, Rotorua and Manawatu. UC was also represented at four school expos in Wellington and Auckland. First round visits were also held in Auckland, Wellington, Hamilton, and the Bay of Plenty with 19 schools overall being visited.

A Parents Evening was held at the Auckland office with UC Alumni parents offering a genuine parents' view of the UC7 attributes in action.

The Women in Leadership Breakfast was also held in Auckland. With UC graduate Hannah Duder a guest speaker. The event received positive feedback, however had lower than expected turn out due to the timing of the event. This has been noted and will be reviewed when planning for 2019 commences later in the year.

3.3 Admissions

During May, UC hosted a training session on "Understanding India Qualifications" run by QUALTRAIN International. Admissions team members, along with the International Relations Office's Conversion Management team (CMT), attended. As a result of information obtained from this session, the Admissions team is now accepting qualifications for high achieving students from Indian State boards, not previously recognised by UC.

Out of the 68 conditional offers sent to UCIC students recently, 52 students have now been given Full Offers of Place and will be joining the UC community for the July 2018 intake. These full offers were issued within 24 hours of receiving their results.

Letters for Immigration purposes have been prepared for the Tokyo City University (TCU) cohort joining UC in August. These students are part of a collaborative programme enabling TCU to send its students abroad for a UC educational experience.

3.4 Contact Centre Shared services

May is a quieter time of year for the Contact Centre, giving staff the opportunity to engage in personal and professional and team development. Staff have completed a range of courses which will support the continued delivery of high quality customer service. Opportunities have also been taken to make stronger linkages with other teams and academic departments around UC, to ensure the Contact Centre is presenting up-to-date and relevant information and streamlining processes. The team has had regular involvement with the Student First project, preparing for the June release of the CUP course selector, and providing feedback on admission and enrolment management processes to be incorporated into subsequent releases.

Shared Services has completed the update of international fees on the website and is providing ongoing support to scholarships.

3.5 Enrolment

The Enrolments team is busy planning mid-year enrolment, which is also highlighting the positives of UC's ongoing organisational culture change programme. Instead of working separately, the Events and Partnerships, Accommodation and Enrolments teams are collaborating to create a student-friendly space in the Concourse, Matariki, which can be used by all three teams to meet the needs of students in July. International Students are booking into scheduled enrolment sessions being offered up to five times per enrolment day. We are expecting up to 520 international students, and so far we have 221 bookings. Hour long sessions with 20 places per session are being offered.

Students will arrive at the Concourse/Welcome Centre in Matariki and have their passports, visa, insurance details, and other information copied and certified. They will then be escorted to the Puaka-James Hight Library for a 45-minute fun information activity hosted by Student Care and Student Success, with student volunteers and support from the Student Volunteer Army (SVA). During this 45 minute session the Enrolment team aims to process the student's enrolment in Student Services, and generate their enrolment offers for collection by students after the information activity has concluded. Students can then finalise their enrolment at Student Finance, and collect their Canterbury Cards from the UC Security Office. We hope to improve students' experience, better utilise staff and facilities, and use the experience to inform planning for International Enrolment in Person in 2019.

3.6 Scholarships

UC Masters and UC Doctoral Scholarships applications closed on the 15 May with 79 applications for the UC Master's Scholarship and 162 applications for the UC Doctoral Scholarship received.

With the introduction of free-fees for eligible first year students, the Scholarships Office has been working with the UC Foundation and Colleges to change fee scholarships to alternative forms of payment. Final regulations changes were made to these scholarships during May in preparation for opening these scholarships for application on 20 June.

Staff spent two days with consultants identifying improvements to the online scholarships system, Community Force. These two days were very productive and a series of improvements were identified that will improve both the student experience when applying and the functionality of the system. Improvements are being implemented and progressively introduced over the coming months.

The Rhodes Scholarship Information Evening was held on 24 May for both University of Canterbury and Lincoln University students.

The UC Undergraduate Entrance Scholarship was offered to students at the end of May, with scholarships being awarded to 784 students. This year the scholarship focused on students with higher academic achievement of Excellence and Merit endorsements.

3.7 Accommodation

The Accommodation team has been attending all the Information Evenings around the country with the Liaison team. There was high interest in accommodation options at both Auckland and Wellington evenings.

Preparations for the Tokyo City Students arrival in July are well in hand, with activities and induction planning progressing well. The roles that will become the student mentors for this programme have been accepted as a Co-Curricular Record (CCR) activity. The airport greeter role has also been approved. A pre-arrival survey has been sent to the students.

Occupancy for Semester Two is tracking at 90.8%, which is a few percentage points higher than Semester Two last year.

Short videos have been shot for Rochester and Rutherford and University Hall to allow international students to view a walkthrough of these halls.

3.8 Careers, Internship & Employment

Supporting students' development of UC Graduates Attributes and the value of these is integral in career education messaging delivered by the Careers team. Delivery of career education into academic programmes continues to be a key focus. Activity in this space is increasing, with recent delivery into programmes including Communication, English and History honours programmes, Data Science, and Chemistry. As well, there was a session with students in the National Centre for Research on Europe (NCRE).

International students are high users of services offered by Careers, Internships & Employment (CIE), as many seek to ensure they are gaining relevant work-readiness skills and understanding of the New Zealand labour market. A range of employability-related seminars tailored for their needs are scheduled throughout the year. Organised and delivered in collaboration with Academic Skills, Student Care, Immigration New Zealand and CIE, recent seminars have proved hugely popular.

Recognised activities for the Co-curricular Record (CCR) continue to grow. Alongside the Student Mentor and Airport Greeter roles mentioned elsewhere "Careers Ambassador" has also been approved and added. Ways to encourage interaction between students involved in various activities are being investigated, in order to develop and grow a CCR community. Work is under way to re-brand the programme to make it more appealing to students.

3.9 Disability Resource Services

Any student enrolled in an assessed course who has a temporary or permanent disability that affects their ability to study is eligible to register with the Disability Resource Service at any stage of the academic year. Currently 535 student are registered. This compares to 423 students registered with the service in May 2017, an increased demand of 26%.

Of those 535 registered students, 453 will need exam special arrangements (84.6% of the cohort), and 244 students will require a reader/writer to sit their exams. There are currently also 29 students with temporary impairments requesting exam special arrangements – a total of 930 individual exams being sat by students who require specialist academic supports from DRS staff.

The number of students requesting special examination accommodations will increase as we head into the exam period, with the anticipated registration of more temporarily impaired students. Two training sessions have been provided to casual staff in preparation for them acting as reader/writers and exam supervisors.

3.10 Student Care

During May Student Care recorded a total of **284** student engagements, with a unique count of **187.**

	May 2018	YTD Total
Student Engagements	284	**1,368**
Unique Count	187	**836**

The Senior International Support Advisor has continued to work closely with the Student Experience team on the upcoming International Welcome event, and supported the Student First Project team on a pilot to integrate international orientation into the enrolment period. An International Welcome Lounge will be set up on Level Two of the Puaka-James Hight building from 4–13 July, where new and returning international students can participate in semi-structured and/or self-directed activities. Preparations for the Code of Pastoral Care for International Students self-attestation are under way.

A successful cultural evening was held with the NZAid scholars with good attendance and positive feedback. The tender process continues with MFAT for the NZAid scholarship programme. Student Care assisted in clarifying key points regarding the programmes and the pastoral care offered by UC. A further development session was provided to the College of Education, Health and Human Development at its request, with a focus on Supporting Students in Distress.

The Student Care web content was revamped to make it easier for students to find the service. The key phrase 'Need to talk' is used on the main toolbar to help students navigate to the right place.

The Student Emergency Response Plan has been reviewed with final comments now provided along with a template to record the process, ensuring clear communication of any necessary activity across the various teams that may be involved in an incident.

Efforts continue to counter the possibility of sexual violence and sexual harassment. Scoping for consent training and engaging the UCSA in a student-led communications campaign are progressing, along with updating the Sexual Assault/Harassment web content.

Staff also attended the South Island Tertiary Wellbeing Forum hearing from key speakers focusing on building mental fitness on campus, with particular emphasis on engaging, educating and promoting proactive, positive mental health activities to enable success.

In addition, the team managed:

ongoing enquiries from staff needing guidance or advice about particular students.

student critical situations including mental health, self-harm, suicidal thoughts, behavioural concerns – alcohol related, sexual harassment, car accidents, financial hardship and accommodation issues. Student Care supported the students involved and liaised with services (including Students of concern and Student Critical Incident Group) on campus and in the community to manage these situations.

Student Care continues to focus on supporting students in all areas that impact on their ability to achieve academic success. Focus on retention remains a high priority as the team receives positive feedback regarding a rapid response and effective short-term interventions.

4. Go Canterbury

Go Canterbury students attended four events in May, a time management workshop, a Tekapo trip, a Port Hills and Lyttelton trip, and a Crusaders game. These activities are part of the scholarship offering and designed to boost retention and the likelihood of these students recommending UC to others in Auckland and Wellington.

The time management workshop was delivered in cooperation with the Academic Skills Centre (ASC) and UC Careers, and focussed on the importance of establishing and maintaining a healthy work-life balance early in life. 12% of the students attended the workshop. 76% of them thought their academic skills increased as a result, and 88% stated the workshop aided their professional development. These were the main objectives of the workshop.

The Tekapo trip was rated the most popular Go Canterbury activity so far with 100% saying the event was enjoyable and 90% stating that they got to know Canterbury better, which were the main objectives. Also positive is that 85% felt more connected to their fellow students because of the trip and felt very well supported by their student leaders and UC staff (100%).

4.1.1 Emerging Leaders Development Programme

The ELDP Executive organised service projects for students to participate in to gain volunteering experience, give back to the community and experience service leadership. A variety of projects were chosen including 0800 Hungry, the City Mission Food Bank, Willowbank, Cholmondeley, Husky Rescue NZ, and the Mahinga Kai Exemplar project.

71% of the students seized this opportunity and participated in a service project, with positive feedback. Students felt well supported by their student leaders in the projects and volunteering together brought them closer with their peers and increased their sense of belonging in the ELDP programme.

4.1.2 MME PhD Academic Writing workshop series (pilot)

The fourth in the year-long series of MME PhD Academic Writing workshops was delivered in May to an engaged cohort of 12 PhD students, nine of whom (75%) were international. Engaging with academic content targeted at the students' current writing priorities, these monthly sessions are designed to enhance and extend the students' skillset, progress their thesis writing, and develop peer support capability. The series is an inter-unit collaboration involving the Academic Skills Centre, the Student Experience Team, and the Department of Management, Marketing and Entrepreneurship in the College of Business and Law.

4.2 Pacific Development

The Pacific Advisors had 331 engagements during May with 91 of these being unique. The majority of engagements were around pastoral care issues, which is typical in the last weeks of the Semester.

In terms of secondary school outreach, the Pacific Development Team (PDT) participated in the Christchurch Pacific speech competitions, with UC staff and students serving as judges and facilitators.

The ever-popular Jandals 2 engagement event was held on 23 May and attracted close to 100 guests in the second- to-last week of term allowing for PDT to provide key messages at a crucial time. In addition, Old Skool Dinners, an initiative to better engage our mature students, was held on 30 May and attracted 30 guests.

Apart from business as usual, a big focus for May was getting Pasifika students to complete their UCount Survey to get a better understanding of their needs for services.

4.3 UC RecCentre

Group Fitness continues to grow, with almost 27,000 attendances so far this year, some 1,646 more than the same time last year.

New in May was *'Chop it like it's hot'*, a Cooking Skills course for UC Students. Over three weeks, eight students were taught some essential cooking and nutrition skills. This course was a collaboration between a Health Sciences third -year intern, the RecCentre and the Health Centre. Feedback has been positive, and it is hoped we can secure additional funding to enable delivery of this much needed course at an affordable level. The link between good nutrition and wellbeing is widely accepted, so it is a logical step forward as the RecCentre develops activities and programmes beyond the physical.

Fitness Services have been popular, with Fitness Consultants completing 333 appointments so far this year. These included 138 StartMe, 51 SteerMe, 100 PushMe, and 43 follow up/quick chats. Start Me are small group based sessions and free for members, providing orientation and basic training in using the gym.

4.4 UC Sport

The team has been preparing to move from Kirkwood Village into the RecCentre offices in June, co-located with staff from Health Sciences. The Falcons Academy strength and conditioning space moves to a new space located alongside the K1 lecture theatre in mid-June, co-located with the biomechanics and exercise and physiology labs used by the College, and allowing greater opportunities for collaboration and internships.

The UC Mixed Badminton team placed seventh at the UTSNZ Badminton Championship, held in Wellington. The calibre of opposition was particularly high, which is a fantastic sign of things to come at UTSNZ. UC men's and women's hockey players' teams will compete in Auckland in July.

On campus sport competitions have now concluded for Semester One as the students head into the exam period. Social Sport was once again a real highlight, with maximum entries in all sports. The Interhall competition is also proving particularly interesting this year, with R&R in the lead after the first five events.

5. CONCENTRATE

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

5.1 Deputy Vice-Chancellor

5.1.1 Academic Services

The Academic Service Group continues to progress significant academic processes through May for delivery in June and July, including 2018 Round Two CUAP qualification development, Teaching Month, mid-year exams and Academic Progression for students. 2018 Round One CUAP peer reviews will concluded in the near future, which has drawn significant effort from many UC academic staff for the entire university sector. The Institutional Research capacity has been renewed, after a 12 month abeyance, and will assist policy and processes around academic performance, student experience, and quality assurance. Finally, a significant effort has been undertaken by the Special Consideration Committee who have assessed a large volume of applications at this time of year.

A review of the Distinguished Professor promotion scheme has commenced and will report to SMT and Academic Board during July - August, and it is anticipated that the new scheme will be launched later in the year for a Distinguished Professor round.

From 1 June, the Certificate of University Proficiency (CUP) Programme will report to the AVC (Academic). Responsibility for other pathway programmes will be consolidated in the AVC Academic portfolio within the Office of the Deputy Vice-Chancellor who already oversees the partnership with Navitas to manage University of Canterbury International College (UCIC). The relationship with UCIC has recently been reviewed and a number of changes proposed before the current agreement is renewed later this year. As the Agreement makes multi-year commitments involving millions of dollars, the renewal will be subject to Council approval and advice from Academic Board in respect to academic matters. The current agreement expires on 10 September.

Recent changes to the interpretation and application of in study work rights to UCIC students has resulted in the University writing to the Minister of Immigration in respect to a number of matters.

Consultation is also under way on the Government's proposed changes to post-study work rights. One aspect of the proposal, to limit access to partner work rights and access to free public schooling for children of students studying at level 8 and 9 if their qualifications are not on the skill shortage list, has given cause for concern. We are seeking information on how many students would be affected had the rules been in place. Current student entitlements would be unaffected if the proposed change is implemented but there is likely to be some reduction in the ability of some international students to study in New Zealand if the proposal proceeds.

5.1.2 Timetabling

The 2019 build is progressing and staff have been informed of the projected timeline to completion, with an expected final publication in late October. All staff involved in the process are being informed of training opportunities to familiarise themselves with the software involved (including one-on-one booked sessions and to enter any data) so there will be minimal disruption to staff during the draft review period.

The team continues to work closely with Capital Works to finalise the teaching spaces which are available for 2019. With the growing number of students on the Ilam campus in 2019, intensive block courses will increasingly be moved to the Dovedale campus where they overlap with the standard S1 and S2 teaching weeks.

5.1.3 Ethics

The first six months of the year has been extremely busy, with about 180 applications processed across all three committees. A new Human Ethics Policy was approved in May 2018. Professor Moran is leading a review of the Human Ethics Committees (Human Ethics Committee and Educational Research Human Ethics Committee). Terms of Reference for the review have been approved and background documents to support the review are currently being drafted. It is anticipated that the review panel will meet in August 2018. Schools, Departments and individuals across UC will be invited to comment on the review.

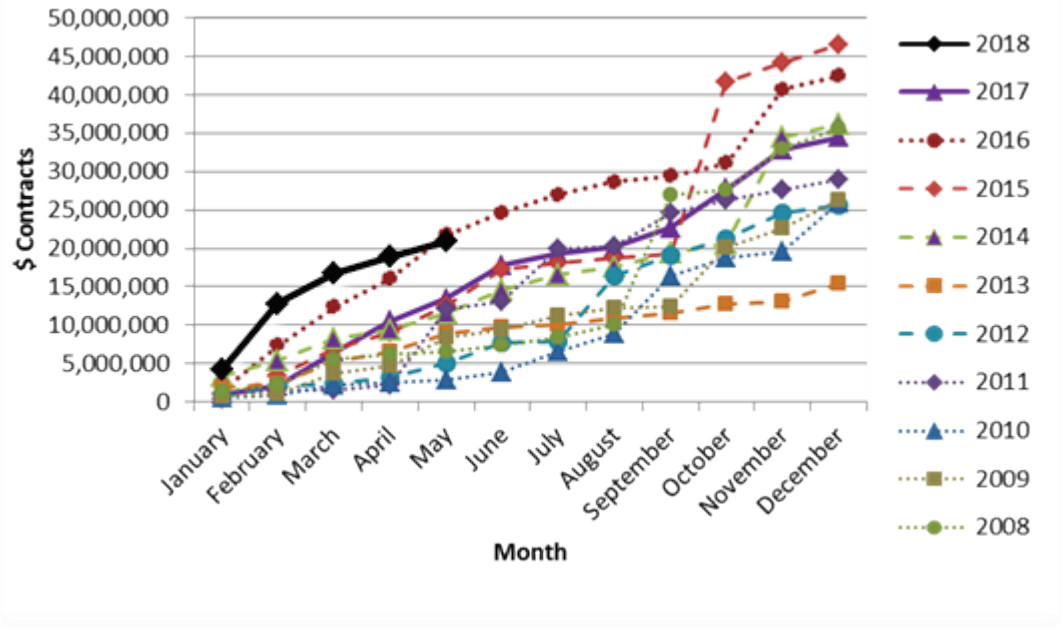
5.1.4 Erskine Programme

As at 8 June, 43 visiting Erskine Fellows have come to UC since the start of the year. Arrangements are being finalised for 29 new visitors to arrive during the end of June and July. The closing date for Canterbury, Oxford and Cambridge Fellowships and Grants was 11 May and the nominations are in the process of being finalised. The Erskine Programme office will make an announcement of the awards in due course. Nominations for 2019 visiting fellows have begun to be sent to the Programme Office and pleasingly a number of the nominations are for female academics.

5.1.5 Research Funding

The PBRF project is in its final stages, with the deadline for staffing data and portfolios to be submitted to the TEC by 6 July. The number of staff submitting portfolios has risen to 614, with several new staff appointments being eligible for the census date of 14 June. Of those currently participating staff, 97% have submitted a draft portfolio for review and 95% have had their portfolio reviewed at least once. The priority activities in June are assisting new staff to complete their portfolios, reviewing portfolios for compliance, and uploading portfolios to the TEC system.

R&I is managing 400 research contracts, worth a total value of $147.5m. In 2018 year to date, 119 contracts worth a total value of $21.2m have been executed, and 37 contracts worth at least $13m are pending (i.e., in the process of being executed). UC holds 71 National Science Challenges contracts worth $23.4m and 62 CoRE contracts worth $32.3m (with five NSC/CoRE contracts pending, worth $0.4m).



5.1.6 Research Development

UC continues to be actively involved in strategy and research development across all National Science Challenges, as each challenge progress towards re-bidding the second tranche of five-year funding for 2019 – 2024.

Over 20 full Marsden proposals, where a UC academic is the lead Primary Investigator (PI), have been submitted to the Royal Society in recent days, and four Full Smart Idea proposals have been similarly submitted to MBIE after competitive review of initial short proposals in both schemes.

5.1.7 Research Reputation

The most recent institutional QS world rankings have placed UC at 231 – a drop of 17 places from last year out of an estimated 23,000 higher education institutions in the world. The latest results are disappointing, and point to the ongoing challenge of returning the University to a status we all aspire to post-2010-2011. Six of the eight New Zealand universities dropped in the latest results prompting some sector commentary to observe this was sign of institutional under-funding. However, many of the metrics that underpin our current ranking are aggregated over the period of 2011-2017, with particular drops in international reputation, employer reputation, and citations per academic. The events of 2010 and 2011 continue to have an impact. However, some scores have improved, including number of international students and proportion of international academics on staff. UC will continue to work hard on initiatives to improve our international reputation and employer reputation over the coming six months, and continue to survey staff through HoDs / HoSs to connect with employers and international academics who may have a positive view of UC in the annual QS survey. Further, UC is working on initiatives so that the University can return to a fuller programme of hosting national and international conferences. UC continues to rank in the top 1% of the world's universities and higher education institutes, as determined by the QS ranking system.

The other significant world university ranking system (the Times Higher Education) has also announced its rankings, with UC retaining its ranking within 351 – 400, retaining third place of the New Zealand universities behind Auckland and Otago at least in this ranking system.

Professor Paula Jameson (Biological Sciences) has been awarded the 2018 New Zealand Society of Plant Biologists Roger Slack award for excellence in plant research. Paula has utilised the fundamental knowledge gained from a life-time's research on the cytokinin plant hormone group, which are involved in many aspects of plant growth and development, and in plant-microbe interactions.

5.1.8 Research Infrastructure

UC have formally informed REANNZ that it will (along with two other universities and two ITP's, and a further university in six months' time) withdraw from this particular infrastructure from 1 July. UC continues to engage with REANNZ about the prospect of REANNZ "unbundling" its various service, with UC wishing to retain Eduroam and Tuakiri services, but use commercial providers for internet connectivity. If REANNZ change their pricing and bundling practice, then UC would consider re-joining.

5.1.9 Postgraduate Research

Highlights for the month include:

Total Doctoral students = 984, Research Masters = 821. There were 11 new Doctoral students enrolled in May (with five being New Zealand citizens or residents). This number of new students is in keeping with 2017 May enrolment numbers which were 12.

In May, 13 Doctoral students submitted and a further 10 successfully completed their theses examination, while a further 35 Master's thesis students were examined and completed their degree. No students failed.

Doctoral candidates are now able to apply for the newly instituted UC Foundation Doctoral Publication Scholarship. This scholarship is available to non-College of Engineering students who have published in 2018 onwards. Candidates receive $500 per publication and there is no limit to the number of scholarships they can receive. The scheme is to encourage students to publish earlier and in international and higher-quality journals.

GradFest, which is run in collaboration between the Dean's Office, Academic Skills Centre and the Library, will take place in June. GradFest comprises 36 different sessions, with an aim of providing new skills development and information for research students to increase their broader development and thesis writing skills.

5.1.10 Innovation

In recent weeks, UC has provided new independently certified base isolation technology developed from Mechanical Engineering to Southbase Construction for the new Christchurch Public Library build.

A licensing agreement has been concluded with Talegent (a New Zealand-based human resources and training company) for the use of UC developed gaming theory software for safety training.

In the near future Zeprsi Innovation will visit UC to look at research and innovation potential in robotics, and look at ways of collaborating with the Tauranga Regional Research Centre focussed on autonomy and robotic applications within horticulture.

5.2 Office of the AVC Maori

5.2.1 Graduate Pillar- BICC

A formal report was provided to the Senior Management Team (SMT) on the progress across the colleges in meeting the BiCC kaupapa of the Bicultural Pillar of the UC Graduate Profile. Noting implementation for Year 1 curricula was targeted for 2018, our intention is to provide regular reports on progress to SMT.

5.2.2 UC hosts Ngā Pae o te Māramatanga Hui-A-Tau

The Office of AVC Māori recently hosted the Board of Ngā Pae o te Māramatanga and their Hui-a-tau in late May. The mihi whakatau for the forty-five Hui-a-tau participants was an opportunity for Māori researchers from around Aotearoa to catch up with UC researchers. Several Māori PhD students made short presentations to the Hui-a-tau participants, which was a great opportunity for several of our ākonga Māori to present to senior researchers. Tā Tipene O'Regan provided the mihi whakatau and as part of his korero noted that he is retiring from his role as Chair of Ngā Pae after eleven years.

5.2.3 Kaiārahi

The Kaiārahi continue to facilitate embedding BiCC in course content and programmes of study. The Kaiārahi continue to work on many CUAP documents and provide commentary to academic colleagues to ensure the kaupapa are present and developed throughout courses and programmes of study. During 2018, a review of roles and responsibilities will be reconsidered, noting the increased work for Kaiārahi and the level of demand from colleagues and staff.

Te Ohu Reo continues to receive many requests. Many bilingual course headings have been created and are in use by colleges. Requests for further course headings are welcome. Colleagues are now requesting bicultural training for PhD students with a workshop recently provided for a PhD group. Dr Mary Boyce will provide a seminar at Gradfest on 'Biculturalism in Aotearoa New Zealand and at UC: How this affects my research?'

5.2.4 Tangata Tū, Tangata Ora and other staff professional development programmes

Tangata Tū, Tangata Ora continues to be popular as does Te Reo in the Workplace. Colleagues are now requesting regular opportunities for informal reo practice, so may like to participate in 'Café Reo' run by Aotahi School of Māori and Indigenous Studies, on Tuesdays, 2.00-3.00 pm in Te Ao Mārama foyer.

5.2.5 Te Ratonga Ākonga Māori - Māori Student Development Team (MDT)

The first semester of 2018 has been particularly busy, with high numbers of students contacting MDT advisors for advice, assistance and support for a wide range of reasons. There is a noticeable trend of requests for mental wellness support, which seems to be part of the ongoing earthquake/post-earthquake experience for many local undergraduate students. This need for mental wellness support appears to be common across all local undergraduate ākonga, Māori and non-Māori. MDT advisors have upskilled in this area of support and provide a range of support including facilitating referrals to mental health professionals. The MDT advisors recently participated in a seminar led by Sir Mason Durie which had a focus on all aspects of wellness. MDT has held a planning day which included participation by, and feedback from ākonga Māori. MDT communications to ākonga Māori have been evaluated and improved.

MDT provides some targeted grants for postgraduate ākonga Māori who are presenting at conferences and the first round of 2018 applications have been received and will be evaluated soon.

The grant applies to conference registration and travel costs only. Our Te Punenga programme of workshops and development opportunities for postgraduate ākonga Māori ran throughout Semester One.

5.2.6 Māori Recruitment and Outreach

Our Māori Recruitment and Outreach advisor, has been working with local schools for over two years and the calendar of events arranged for high school ākonga Māori is now well known. The schools now have a lot of trust in the programmes and developmental opportunities which UC is providing for ākonga Māori. Taumutu Marae was the location for the May 2018 Ekea! Year 11 Māori leadership development programme. This programme provided a space for ākonga to reconnect and experience te ao Māori. For some ākonga Māori, the importance of this programme was seeing themselves as leaders in the academic space and that tertiary study is a real possibility and goal. Many enjoyed the opportunity of being on the marae and for some it was their first time on a marae, so was a special experience. 'We are now allowed to unapologetically be Māori' was a very strong theme from the participants throughout the two-day programme.

Ekea! Year 11 will be held again in July as we have a waitlist of nine schools whose ākonga Māori were unable to participate. We have the capacity to run the programme for thirty ākonga only, hence the need to repeat this programme. The Christchurch schools which participate in our Ekea! programmes include Te Whānau Tahi, Ashburton College, Linwood College, and Cashmere High School. The UC Foundation continues to support these recruitment and outreach activities, which is very much appreciated. More importantly, this support from the UC Foundation provides a number of developmental opportunities for high school ākonga Māori, which allows them to develop confidence, leadership and to consider tertiary study. Feedback from ākonga Māori shows that they strongly value these opportunities.

5.3 Māori Research

A monthly Māori Research hui began earlier in 2018 and to date has been well attended by staff, ākonga and manuhiri. Part of the reason for this regular hui is to provide our postgraduate ākonga Māori with a supportive environment in which to present conference papers and other presentations. It is also an opportunity for Māori academics and researchers to present on a range of topics. The Māori Research hui is an initiative of Professor Angus Macfarlane, supported by Aotahi School of Māori and Indigenous Studies and Office of the Assistant Vice-Chancellor Māori.

6. CONNECT

6.1 Communications

Engagement Data	
Intercom (Staff newsletter) *Themes evaluated:* Academic/Research Diversity Events Funding Governance/VC/SMT Health, fitness and wellbeing Notices Postgraduate Staff achievement/story Student achievement/story Student support/services Sustainability Learning and Professional Development (L&PD) Staff support/services/benefits (excl L&PD) Tech Tip	**Open rate 41.58%** **(International benchmark = 21.8%)** The top 10 viewed blogs had these themes: • Health, fitness and wellbeing • Learning and Professional Development • Notices • Postgraduate • Staff achievement/story • Staff support/services/benefits (excl L&PD) • Tech Tip
Insider's Guide (student newsletter) *Themes evaluated:* Competitions / Challenges Events Health and fitness Notices Postgraduate Priority learners Student achievement/story Scholarships / exchanges / careers Staff achievement/story Sustainability UCSA and Clubs UC News/Announcements Wellbeing and student support	**Open rate 54.61%** **(International benchmark = 21.8%)** The top 10 viewed blogs had these themes: • Wellbeing and student support (five blogs) • Scholarships and exchanges (two blogs) • Sustainability • Health and fitness • Notices
Twitter	Compared to other New Zealand Universities and Ara Second for engagement/fan ratio. First for Follower Growth rate 6,292 followers – 110 new followers in May. Same time last year: 5,154 followers.
UC News Stakeholder Newsletter	837 Recipients Open rate 45.3% industry average 16.9% Click throughs 10.2% industry average 2.2%

6.2 External Relations

6.2.1 Media

May media coverage of UC-related topics was again overwhelmingly positive. In May, media queries were received on topics including Antarctica, tree pruning drones, law, student behaviour, suicide, the effect of the free-fees policy, the cost of building materials, and the campus's crooning contractor, among others.

Other media coverage of UC-related topics or experts included: Critic and Conscience of Society Award-winner Ann Brower and her UC Connect public lecture, Deborah Crittenden's award-winning research into nitrate detection and rechargeable batteries, global research collaboration into the environmental impacts of dry riverbeds, UC researchers' invention the Storminator™, Canterbury University Press (CUP) 's new book *Beyond Manapouri*, and the upcoming Youth Leadership Summit between the SVA and 28 Florida students from Marjory Stoneman-Douglas High School.

An analysis of coverage produced from 1 – 31 May 2018 (Broadcast, Internet, Print) found 1,328 items (compared with 601 items in the same period last year). This coverage reached a cumulative audience of 19,389,118 (compared to 7,388,390 last May) and had an advertising space rate of $3,927,621 (compared to $2,739,236 in May 2017).

6.2.2 External Engagement

There were three well received UC Connect public lectures in May (two were livestreamed on the UC Facebook page), on the topics of river water quality, lessons from the Christchurch earthquakes, and computer science in the school curriculum. Videos of UC Connect public lectures are available to view on the UC Connect YouTube channel.

6.2.3 Stakeholder Relations

The UC Community Meeting on 7 May was well-attended, with the Deputy Vice-Chancellor standing in for the Vice-Chancellor, and a CCC noise control officer presenting on management of noise complaints.

6.2.4 Canterbury University Press (CUP)

Pre-press work continued on books for the 2018 and 2019 lists.

The shipment of Beyond Manapouri: 50 years of environmental politics in New Zealand was received and the book was released for sale. The media release and review copies were dispatched.

6.2.5 Reviews, awards, community engagement

Beyond Manapouri: 50 years of environmental politics in New Zealand has sparked a lot of interest since its publication this month, with a number of requests for interviews with author Catherine Knight. Catherine has also been invited to speak to a resource management class at UC in August, and to the Fabian Society and Lincoln University later in the year.

The book launch by Minister for the Environment Hon David Parker in Wellington, open to all, was widely promoted and invitations were sent to key stakeholders, including Ministers and Members of Parliament. CUP will host a Q&A author event with Catherine Knight at UBS Canterbury on 14 August.

2018 PANZ Book Design Awards

Three CUP books have been shortlisted for the 2018 PANZ Book Design Awards, one of them in three categories:

New China Eyewitness: Roger Duff, Rewi Alley and the art of museum diplomacy (Categories: Best Illustrated Book, Best Cover and Best Typography): Designer: Aaron Beehre.

Blood Ties: New and selected poems 1963-2016 (Category: Best Non-Illustrated Book). Designers: Aaron Beehre and Gemma Banks.

The Long Dream of Waking: New perspectives on Len Lye (Category: Best Cover). Designer: Alice Bonifant.

Aaron Beehre is a Senior Lecturer in Design at the School of Fine Arts (SoFA).

Gemma Banks is a UC alumna who studied graphic design at SoFA under Aaron Beehre. Aaron and Gemma have designed and printed four poetry collections for CUP since 2016, three of which have been shortlisted for the non-illustrated book category.

Alice Bonifant is a UC alumna. She graduated from SoFA in 2009 and was a finalist in the non-illustrated book category in 2015 for *The Critic's Part* (VUP, Adam Art Gallery, IMA).

6.2.6 Events and Partnerships

The Events and Partnerships team has 21 events and activities it is actively working on, including reviews from events held in Q1 and Q2, Update Day Christchurch, Ekea! Year 12 Pathways for Māori outreach event, the Christchurch Women in Leadership breakfast, the Postgraduate Info Evening, Open Day, July UC Connect public lecture series, ICT Careers Fair and Chancellor's Dinner.

Crusaders engagement

- Visited Lincoln High with Crusaders players to present the UC Cup and UC Championship bags to their 1st XVs.
- Created 17 player profiles of students from the UC Cup and UC Championship competitions.
- 700 UC students went to the second student experience game this year – Crusaders versus Hurricanes.
- The Alumni dinner at Addington Raceway sold 97 tickets.
- 80 players participated in the UC Cup training session for the schoolgirl's rugby teams.
- The SVA hosted the winners of the UCAN Year 12 Programme at the rugby.
- Research and Innovation and UC Arts hosted at UC's corporate table at the May games.

Open Day registrations are up 19% based on this time last year, so if the weather is favourable (no fog or snow) a large turnout is expected.

6.3 UC Foundation

	Income	**Distribution**
2018 Target	$10.5m	$6.5m
2018 Year to Date	$2.5m	$2.3m
Total since 2001	$77.5m	$41.6m

	Donors	**Gifts**
2001 to date	7,625	25,501
2018 Year to Date	345	581

6.3 UCFA (US)

Activities in May included following up US visits from early May and liaising with a NZ$350k pledger, whose gift is expected in June. We also received a gift from David Teece, part of which is for the restoration of the Townsend Teece Telescope. David and Leigh Teece were notified of the passing of Graeme Kershaw, who was restoring the telescope, and sent a message that was read at his funeral. A pledge of US$160k to support Astronomy and a pledge of US$70k for College House are both expected in June.

6.4 UK Trust

Activities in May included following up meetings from the UK visit at the end of April/May. This included liaising with Michael Spiro on the naming of an Ernest Rutherford Building Chemistry Lab. A meeting was scheduled with a supporter of Scholarships for students from Southland schools, wishing to discuss a possible additional gift through his will.

6.5 UCF

Work continues on the Annual Appeal with support from the Communications and Engagement and Marketing teams, and the project owners that will receive funds. College meetings have been scheduled to discuss fundraising and a new Applied Research Endowment to be launched at the Chancellor's Dinner.

The Ernest Rutherford building has been a catalyst for engaging prospects for Science and multiple visits to the Rose Centre from interested potential donors have taken place. A report is being developed with the College of Science for China Southern covering the next two years of their support. A meeting was held with Ngāi Tahu Tourism and Earth and Sky on potential joint opportunities at Tekapo.

Trust applications were made to the Von Burns Charitable Trust for the Rose Centre and the JD Stout Charitable Trust for the UCSA building. Collaboration is ongoing with the UCSA regarding promotional activities on the new building for staff, students and wider community which have the potential to bring in additional funds for their campaign, which has so far raised $2.5million.

The Legacy programme 'Partners in Excellence' established at the end of 2017 now has 23 members with pledges of $13.7m and full documentation including their will and intentions of their gift. There are a further 14 pledgers with partial detail and a further 68 that have shown an interest that need to be further qualified.

Financial Wellbeing seminars for staff and alumni are being developed with help from UC's Human Resources team and in partnership with local firms Duncan Cottrell and Perpetual Guardian. Parry Field Lawyers and Saunders & Co are referring clients looking to support research and education in their wills – with formal agreements being developed. The 'Partners in Excellence' brochure on the website has had 53 unique views over the last month.

A decision to establish a Steering Committee to guide the preparations for the 150th Jubilee in 2023 is being considered. There are likely to be three work streams – one focusing on a number of publications, one focusing on events and a third focusing on fund raising. Endorsement by SMT and the University Council as well as the UC Foundation will be required.

6.6 Stewardship

The UC Foundation Annual Report, produced with the support of the UC Communications and Engagement and Marketing teams will be available in June. Stories from all Colleges feature, highlighting the impact of philanthropy and sponsorship.

6.7 Alumni

We had 104 attendees to the Crusaders pre-match function on 25 May hosted by the Chancellor and Mrs Wood, with many of those who attended the year before returning again with plenty of positive feedback on the event despite a wet and windy night. Preparations for meetings and events in Asia and Mt John's September visit are under way. An Alumni update is being prepared for sending mid-June. Postal addresses for more than 4,000 lost alumni have been found through New Zealand Postal match services, with about 900 matches for deceased alumni confirmed from NoticeMatch. UC-Next – the marketing campaign that features the careers of UC alumni is progressing to its own web content and social media ads.

7. ENABLERS

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

7.1 Infrastructure

See appendix for review of major building projects.

Learning Resources is developing a business case for the redesign and upgrade of the area around the Warehouse. The location of a lecture theatre within the warehouse has increased pedestrian movements across vehicle flows which poses health and safety risks and frustration for drivers.

As a temporary solution to the issues created by the closure of the Kaikoura Field Station, the University has purchased a house in Kaikoura to support academic staff, house materials and hold small class meetings.

The Low Carbon Energy Strategy was presented to the Finance Planning and Resources Committee of Council. The strategy outlines a medium-term pathway to replace the ageing coal-fired boilers that provide space heating to most of the campus, with biomass boilers which will burn locally sourced wood chips and a mix of ground water and air heat exchange technologies.

A business case for the University to develop and fund a new 400 bed / $50 million Hall of Residence on Homestead Lane in part of the grounds yard is expected to come to Council in the fourth quarter of this year.

Initial assessment is under way of the need, cost and timing for a bridge to connect the new UCSA building and anticipated development of the new Recreation Centre and Hall of Residence with University Drive. This may include an evaluation of closing University Drive to through traffic.

7.2 High Country Leases

No updates

7.3 Staff Matters

Bargaining with the unions for the renewal of the Academic and General staff Collective Employment Agreements is under way. The University has held off making an offer at this time due to the uncertainty of SAC funding. The combined unions understand the University's position and to date have been supportive of our 'wait and see' approach.

The HR department has recently vacated the Dovedale Village pods and moved into temporary offices in the Henry Field Building (formerly the Education Library). HR services are unaffected.

The development of UC's organisational culture continues across campus. By the end of 2019 most, if not all, departments on campus will have been surveyed at least once. Following the success of a previous "Culture Leadership Understanding and Education Seminar", further sessions are arranged for the 19 and 21 June. Over 130 culture leaders will be attending one of these sessions, a forum where they share their experiences with the work being undertaken.

After a number of concerns were raised about animals on campus and in buildings, SMT has reviewed UC's policy on animals. The policy will be released shortly but the intention is that permission will need to be sought to have animals in University buildings and that permission will only be granted for a limited set of circumstances by the Vice-Chancellor.

8. Financial Outcomes: (Management Accounts to 31 May 2018)

May 2018	Actual Year to Date $000	Budget Year to Date $000	Budget Variance Year to Date $000 Fav/(Unfav)*	Budget Full Year $000	Forecast Full Year $000	Full Year Forecast to Budget Variance $000 Fav/(Unfav)*
Total Operating Income	152,259	145,919	*6,340*	358,865	375,747	*16,882*
Total Operating Expenditure	151,102	155,393	*4,291*	366,752	370,719	*(3,967)*
Net Surplus/(Deficit)	**1,157**	**(9,474)**	***10,631***	**(7,887)**	**5,028**	***12,915***
Net Surplus/(Deficit) as a % of Total Operating Income	0.8%	(6.5%)		(2.2%)	1.3%	
Capital Expenditure	**26,607**	**64,062**	***37,455***	**129,576**	**109,576**	***20,000***
Cash/ Short Term Investments/ Short Term Government Stock	**303,096**	**248,849**	***54,247***	**165,286**	**213,858**	***48,572***
Working Capital	**192,471**	**132,563**	***59,908***	**55,730**	**98,353**	***42,623***

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

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

We had been budgeting for an operating **deficit** as at the end of May 2018 of ($9.474)m, but have returned an operating **surplus** of $1.157m. This is a favourable variance to budget of $10.631m.

Capital expenditure is $37.455m below budget. $10.488m of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year-to-date budget of $33.310m. The remaining capital spend (excluding UC Futures), against budget, is favourable by $14.633m.

8.1 Cash Flow

The May 2018 cash position of $303.096m is higher than budget by $54.247m due largely to higher than expected balances at 31 December 2017, lower operational spend, and failure to meet budgeted capital expenditure expectations. We are holding adequate short-term cash reserves to meet expected capital costs for all mainstream projects.

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

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

8.2 Working Capital

Working capital[1] of $192.471m at 31 May 2018 is $59.908m more than budget, mostly due to the higher cash balance explained above and higher other current assets.

In its 2018 Financial Performance Assessment under the Financial Monitoring Framework, the TEC revised its Future Risk assessment of UC from High to Low which lowered its overall Financial Risk Assessment of UC (a combination of Historic and Future assessment) from Moderate to Low. A further external indicator of our return to stability.

9. COLLEGE SUMMARIES

9.1 College of Arts (Te Rāngai Toi Tangata)

The College of Arts wishes to record with sadness the death of former Associate Professor of Anthropology and Sociology, Terry Austrin, whose most recent and innovative research had been in the areas of new media and gambling technologies.

At the midpoint of the academic year, delivery of teaching and supervision has steady momentum. We are focused on finalising PBRF processes and ensuring all portfolios are successfully submitted. A number of researchers are also working on second round bids for Marsden Fund grants.

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

As we plan and implement recruitment strategies for next year, we are undertaking a study to understand a largely unanticipated 41 EFTS growth in Over 20s New Domestic Undergraduates from 2017 to 2018. These are predominately full-time students enrolling in the Bachelor of Arts. As the majority were salary or wage workers with no previous study, entitlement to fees-free must be considered a driver. Looking at our cohort of 20-34 year olds, the 25-34 group has nearly recovered to 2010 levels, as has the 20-24 cohort with UE admission. The potential to recover is therefore in the 20-24 age range eligible for 20+ admission, and this is where we will direct recruitment efforts. This cohort may present particular challenges, given they failed to achieve UE. Consequently, we are also investigating what we can do further to ensure their time at UC is successful.

DPVC Arts Professor Paul Millar is representing UC on the steering group for the development of a city-wide Ōtautahi Christchurch Arts Strategy. The strategy is to be co-created with the sector and with local and national arts interests, which includes Creative New Zealand, Rātā Foundation and ChristchurchNZ. The terms of reference seek to ensure the creation of an inspirational, Christchurch arts strategy which will be developed, supported and delivered by a number of agencies and the community.

At UC Arts in the Arts Centre, Teece Museum visitor numbers have exceeded 16,000, with the new exhibition 'Beyond the Grave: Death in Ancient Times' showcasing a number of impressive loan items not previously exhibited in Christchurch. The Museum curators are currently focusing on student engagement with a primary schools resource booklet containing lesson plans, activity sheets and object information cards being sent to all schools along with an invitation to visit. In the first semester UC Arts has delivered 33 music events to over 900 guests, as well as 18 classes/tutorials/workshops and 47 instrumental lessons per week, as well as 21 other events by UC and external groups.

International engagement activities include students over from Mahidol University Bangkok at UC for two months taking part in our internship programme as part of the reciprocal programme where our students intern in Bangkok in January. As well, the National Centre for Research on Europe has hosted the sixth annual Asia-Pacific Model European Union, and the Spanish Programme has hosted a Spanish Immersion Day attended by over 100 local students.

The new Master of Māori and Indigenous Leadership degree has considerable interest from overseas, and Aotahi—School of Māori and Indigenous Studies is exploring an international delivery model. EFTS growth in Aotahi remains strong, with the school close to doubling numbers within a three-year period.

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

UC School of Law

- Professor Elisabeth McDonald was appointed to the New Zealand Order of Merit in this year's Queen's Birthday Honours list for services to the law and education. This appointment is richly-deserved recognition for the major contribution that Elisabeth has made to the development of feminist jurisprudence within New Zealand. Her research has also been influential with regard to New Zealand legal processes regarding the way in which rape trials are conducted, a critically important public policy issue. Congratulations from all colleagues to Elisabeth on receiving this very special personal recognition.

- On June 11 the Law School hosted the second of three annual symposiums as part of a three year, New Zealand Law Foundation funded project 'Rethinking Surrogacy Laws'; this is a collaborative project between UC colleagues in Law, Philosophy, Health Sciences and the AVC Māori team This year's conference focussed on issues surrounding the definition of 'legal parentage' particularly in light of assisted reproduction (where up to eight different people might be able to claim legal parentage of one child for some reason (genetic/gestation/intention)) and was attended by representatives Ministries of Justice and Health and Oranga Tamariki, leading lawyers, academics, and industry professionals including fertility clinic counsellors. The key objectives of this research is to develop recommendations for the six Government Ministries who claim jurisdiction over some aspect of surrogacy regulation regarding best practice and to design drat legislation, updating New Zealand surrogacy law.

UC Business School

- Following internal and external reviews, the Business School's Executive Development Programmes (EDP) have been restructured. The main change is the replacement of the EDP Director role with two, new leadership roles: MBA Director and Director of Business Taught Masters (BTM) programmes. Reporting to the Head of the Business School, both roles will work closely together to support ongoing, strong growth in student enrolments in these programmes and to lead future innovation with regard to curriculum content and delivery.
- The UC Centre for Entrepreneurship (UCE) has received $60,000 from Callaghan Innovation to support the Centre's Level6 incubator programme for the coming year. Level6, which currently hosts five start-ups, is a joint initiative between UCE and Christchurch NZ, which provides administrative and in-kind support for Level6.

9.3 College of Engineering (Te Rāngai Pūkaha)

We are moving towards a plan for managing the remainder of the Hawkins work after they announced they had gone into receivership. The work will be managed by Learning Resources-Capital Works and the College staff will be closely involved at all stages. In the meantime we continue to manage without some of our key facilities operational, but it is a challenge.

The Intermediate year peer mentoring scheme will draw to a close now Semester One has ended. We are very pleased that so many first year students engaged with the scheme, and credit must go to the student mentors themselves – they have done an outstanding job and deserve our sincere thanks. We will be carrying on the scheme for 2019 but have decided to split off the Product Design students into their own scheme so that they build a cohort in their early days at UC.

The academic team in the College Office is working hard to incorporate requirements of the new Health and Safety Act into our processes for managing students' practical work placements. We have developed a new framework for the students, which will also highlight to them their personal responsibilities under this legislation. We will be giving the students a talk and require new paperwork from them from 2018 onwards. We are also in discussion with the New Zealand Council of Engineering Deans to understand how others are approaching this, and to maybe build a common framework across all engineering schools.

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

The Centre for Evaluation and Monitoring (CEM) won an international award at the recent IELTS Administrator Conference in Vietnam. Karen Walker, IELTS Administrator at CEM, was presented the award for the best audit of a new IELTS test centre. This award is a credit to Karen and CEM staff who have worked hard to implement the rigorous assessment and security procedures involved in the high stakes IELTS testing and compliance with detailed administrative processes.

On 28 May the College hosted a visit by the Education University of Hong Kong for a Postgraduate Student Seminar. The 13 students from EUHK joined 20 CEHHD students for a day of learning and sharing. The seminar attendees included 113 students from EUHK and 20 from EHHD, who enjoyed presentations from Dr David Small and Prof Angus Macfarlane. Selected students from both universities made Thesis in Three presentations, and participated in a panel discussion on enhancing the Student Experience.

The third Annual Pasifika Professional Development Day, Fa'ataua Tomai Fa'a-Pasifika (Weaving Pasifika knowledge into teaching, learning and research) was well attended by both academic and general staff from the College and wider university. The day was organised by Tufulasi Taleni, Kaiārahi Pasifika for the College, with support from the Pasifika Development Team. Dr. Rae Siilata, Associate Dean Pasifika at Auckland, gave the keynote focused on embracing and valuing culturally responsive practices.

Marketing and recruitment for 2019 is well under way. We had strong showing at the recent UC Info Evening in Christchurch, with over 140 people attending the sessions on teaching, education, health and sport. This follows on from positive interest and interactions at UC Discovery Day and the Christchurch Careers Expo.

As part of the College's ongoing culture development, three teams within the College Office (Administration, Student Advisory, and Professional Practice & Partnerships) enjoyed a team session facilitated by members of the HR Service Unit. The session was based on a globally recognised tool, the **Team Management Profile** (TMP).The response to the session was very positive, with individual employees commenting that the tool was inclusive, non-threatening and fun to use.

Consultation is under way on a proposal to withdraw from providing physical space to support distance students in Rotorua and New Plymouth. The College will continue to offer distance learning under its flexible on line learning delivery model.

9.5 College of Science (Te Rāngai Pūtaiao)

Progress continues on the development of a new undergraduate degree with undergraduate research pedagogy as one of its key features that will be offered jointly with Lincoln University and launched in 2020. We have now completed a second tranche of market research, with a slightly different sector of the possible market, and have hit the sweet spot in terms of identifying the market. The degree is likely to be called the Bachelor of Science, Research and Innovation, and the three majors that will be offered from 2020 are Climate Change, Urban Sustainability, and Food Sustainability.

Work continues on detailed planning for delivery in Semester Two for the first time of SCIE101 Science, Society and Me, the new core course that all new BSc students will have to take from this year. The addition of this course represents a major shift for the BSc, which has previously had compulsory courses at major level only – not at degree level.

On international matters, we are very pleased to be having two students attending the Harbin Institute of Technology Summer School in July in Weihei, and work continues now to leverage the newly-signed MOU with Yanthai University for the 1+3 arrangement in biological sciences, to ensure that this agreement yields some full fee enrolments at the earliest possible opportunity.

10. Conclusion:

Mid year and mid winter are upon us. With six months of a ten year period as VC to run it will be no surprise that I am focused on closing out a number of projects and ensuring the momentum behind the trajectory we are on is sustained. Setting up for a smooth transition so our incoming VC is best placed to lead the next phase of the growth and transformation of the University is important. Ensuring our growth in student numbers continues in 2019 will be determined by our efforts over the coming months.

Our research income in years to come will be impacted by our success in the PBRF assessment and in our ability to secure research contracts in the months ahead. Obviously closing out the CETF, Ernest Rutherford and Rehua contracts and securing the final Crown Capital contribution are important goals. Gaining Council approval for two important business cases – the Recreation Centre and "Homestead Lane" Residential Hall also feature. Finally shaping our commitment to develop human capital to support the sustainable production, efficient processing and secure distribution of healthy foods in the 21st century will add to our research and teaching focus in coming years.

11. Appendices

11.1 Appendix 1: Building Update

Overall

UC Futures projects namely RRSIC1 and CETF were both occupied and largely operational by the commencement of teaching in February 2018 as planned but delay in gaining Practical Completion for Ernest Rutherford is compromising UC's ability to undertake works required to transfer and establish remaining research groups into the building. The numbers of tradespersons on campus has stabilised at approximately 300. Work is continuing safely on all sites with no major injuries again reported for the last period.

Campus Construction Safety Group

The membership of the Campus Construction Group has continued to evolve and change as the Capital Works projects profile have changed both in number and scale. Generally all site teams continue to demonstrate good H&S practice and respond well to UC's internal and independent H&S Auditing practices.

The Campus Construction Safety Group continues to focus the UC team and contractors on the additional operational campus safety risks. The removal of asbestos and demolition of the old von Haast building has proceeded with little by way of on campus incidents concerning H&S, with management and demolition activities on site being well executed by Dominion and the demolition sub-contractor. The localised site activity impacts such as noise and vibration have also been well managed and communicated with occupants of nearby buildings.

Current Building Status

Key Progress this month:

Major work

Rutherford Regional Science and Innovation Centre (RRSIC)

RRSIC Stage 1 – Ernest Rutherford Building

Current forecast for Practical Completion (PC) is now extended to late June. The ongoing programme delay is largely due to incomplete works, which the contract requires to be completed before the Engineer to the Contract can grant PC.

On site works are as follows:

- Incomplete Works
- Defect rectification

Some of these dependencies are frustrated by UC's occupancy and use of the building, hence the current forecast PC date.

Establishment of research continues to be phased into the building as relocation for some groups is less critical than others, particularly where current temporary facilities allow continuance of research activity, or complexity of establishment of research equipment into the new building requires extended periods of time to complete.

RRSIC Stage 2 – Beatrice Tinsley Building

Asbestos removal and demolition is now complete and new foundations are being prepared. An extension of time claim (EOT) has been received and is under review by the Engineer to the Contract - the EOT has a revised completion date of 16 May 2019. Over the next month (June) works to modify and create the new foundation will be completed and the first timber frames will be erected onsite.

Canterbury Engineering the Future (CETF)

Practical Completion was awarded to the final wing (Mechanical) on 7 February 2018. An agreed list of deferred works and remaining defects are being progressed as post PC project work streams move closer to completion. Final Account was lodged on 12 March 2018. Agreement on Final Account is expected to continue into June. The receivership of H Constructions on 11th May will have consequential impacts as UC continues to complete outstanding works and defects in conjunction with the Receivers. UC cancelled the contract between itself and H Construction on Thursday 31 May and will progress the completion of the project itself.

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

Sub-contractor resource levels at end May 2018 are averaging 130 on-site workers per day.

Latest "Programme Rev 3 180525" has PC date of 31 July 2018 and handover date target of 7 September 2018. The project team have low confidence in these dates.

The project budget position will be in deficit if works continue later than the end of July.

The external facade remains a critical programme and quality risk. UC continues to monitor this item very closely as it is a key indicator of overall project completion. A specialist report from Hampton Jones has identified significant defects in anodised finishes. The scope of remedial works is under discussion with Hawkins.

Scope and quality of intumescent (fire retarding) paint finishes have been a major issue. An independent consultant was appointed to oversee the remedial works and these are close to completion.

Fit-out works are proceeding across the North and South buildings with painting and floorcoverings progressing where spaces are complete. Ground floor and atrium works are now able to progress as the building is virtually weathertight

Hawkins have just advised their intention to lodge an insurance claim for façade repairs under the Construction works Insurance Policy for $2.5m. There is no further information available at this point.

<u>Other Buildings/ Projects</u>

UCSA

The Engineer to the Contract has granted the contractor an extension of time (EOT) which has revised the Practical Completion (PC) date to February 2019. Other EOT claims by the contractor are pending and may result in a further extension to the PC date.

The Project Team, under the guidance of the PCG, has been reviewing the programme and associated financial risk assessments. Workshops have continued with the builder (Leighs) over the reporting period to provide a revised comprehensive programme. In order for this new programme to be successful it will require the full support of the Leighs' sub-contractor teams.

Logie and Locke refurbishment

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

The quantity surveyor has been working with the team to bring the works into budget. An external programming consultant has been appointed to create an effective and cost efficient construction programme.

Upgrade of Existing Residential Halls

The design team are being appointed to commence the detailed design for the strengthening works to be undertaken in Connon Hall in the 2018/2019 summer break.

Warehouse Lecture Theatre and Sports Lab Project

The Lecture Theatre portion of the project has been in operation since February, and now the Sports Labs are virtually complete allowing the users to be decanted from Kirkwood Village into their allocated space. Due to a delay in delivery of the specialist flooring, one area is occupied incomplete with Capital Works waiting for a confirmation of the installation date. It is expected that the flooring will be installed by the end of June.

Alice Candy Refurbishment for UCIC

The refurbishment of the Alice Candy building is complete. UCIC decanted successfully from Kirkwood Village in late May 2018 and are now in full occupation of Alice Candy House.

Vacating Kirkwood and Dovedale Villages

The programme to provide vacant possession to all of the units on both villages is well underway with all occupants now moved and initial inspections of the units with the owners completed.

The University will have the required services disconnected and provide vacant possession of all units in both villages, as required by the contract on 30 June, 2018.

Funding partner for future Student Accommodation (ITPD).

Discussions with the market to find an external funding partner to develop new accommodation beds in line with the updated Accommodation Strategy have now been concluded, with the outcome being that it is not possible to find a financing model which retains UC Land, excludes a capital contribution from the University and does not require some form of occupancy or revenue guarantee.

Given this outcome, the University are now looking at how the 400 new beds required by 2021 to met forecast demand can be developed, keeping in mind that any development triggers the right of first offer included in the current Student Accommodation Agreement with CLV, and the 30 working days this requires needs to be factored into the delivery model.

Capital Works will continue to work closely with Financial Services and Student Services & Communications to develop a Business Case which will most likely be submitted to UC Council in Q4 2018 seeking approval for a UC led development.

Projects in planning this month include:

- Communication Disorders relocation.
- College of Business and Law growth/accommodation planning.
- Recreation Centre Business Case.
- Learning and Teaching Spaces planning for 2019.
- Kaikoura Field Station Business Case.
- College of Engineering growth including School of Product Design

11.2 Appendix 2: Upcoming Events Calendar

Date (day/date/month)	Time	Venue	Event name	Key goal
Thursday 28 & Friday 29 June		Eng Core Drawing Office & Meeting Room 2	EASE 2018: Evaluation and Assessment in Software Engineering	Conference
Monday 2 - Wednesday 4 July		Ernest Rutherford	Pasifika and Law Culture Conference	Conference
Friday 6 July	7.35pm	AMI Stadium, Christchurch	Crusaders v Highlanders	Promote
Tuesday 10 July	9am - 4pm	C-Block	Mid-year Welcome	Retain
Thursday 12 July	9am - 5pm	Ilam campus	Open Day	Recruit
Saturday 14 July	7.35pm	AMI Stadium, Christchurch	Crusaders v Blues	Promote
21 - 28 July			Christchurch- Parkland Youth Leadership Summit	Promote
Saturday 2 June	7.35pm	Hamilton	Chiefs v Crusaders	Promote
Saturday 28 July	TBC	TBC	Semi-finals: Super Rugby	Promote
Tuesday 31 July	9am - 1pm	John Britten building	SVA UCan programme for Year 10 students - Part 1 of 4 (Introduction)	Promote
Tuesday 31 July	4 - 6pm	Undercroft	ICT Careers Fair	Retain
Saturday 4 August	TBC	TBC	Finals: Super Rugby	Promote

11.3 Appendix 3: VC Activities

Past	
1 June 2018	• Visited Riccarton High School and met with the principal. • Attended Global China Connection: See me Live Awards Evening.
5 June 2018	• Visited Middleton Grange College and met with the principal.
14 June 2018	• Attended UCAP Length of Service Morning Tea • Attended and spoke at the Chartered Accountants conference
20 June 2018	• Hosted a dinner for local CEOs
21 June 2018	• Attended UC Foundation Donor Thank You Event in Wellington.
26 June 2018	• Spoke at Christchurch Update Day
Future	
2 July 2018	• Attending Teaching Week Opening and Teaching Awards
3 July 2018	• Participating in a panel discussion for AECOM's 2018 Infrastructure and Construction Sentiment Survey Results
12 July 2018	• Attending UC Open Day Parent and Whānau Sessions
23 July 2018	• Attending welcome for Florida High School Student visit

11.4 Appendix 4: Enrolment Table

	Headcount						EFTS		EFTS						
	Applications to Enrol						Actual Enrolment		Full Year Enrolled						
	ATE Enrolment Week: 37 (9/06/2018)						Enrolments (9/06/2018)		Actual	Actual	Actual	Actual	Actual	Forecast (as at May)	Budget
	2013	2014	2015	2016	2017	2018	2017	2018	2013	2014	2015	2016	2017	2018	2018
Domestic 1st Year	3,791	4,087	4,143	4,805	5,199	5,327	3,101	3,456	2,886	2,922	2,974	3,254	3,262		
Returning	9,461	9,230	8,980	9,100	9,398	9,698	8,040	8,271	8,495	8,245	8,079	8,104	8,409		
Total	13,252	13,317	13,123	13,905	14,597	15,025	11,140	11,727	11,381	11,167	11,053	11,358	11,671	12,302	12,277
International 1st Year	1,481	2,083	2,438	3,374	3,504	3,977	559	715	304	336	445	607	744		
Returning	526	506	494	620	804	940	623	729	495	439	434	527	674		
Total	2,007	2,589	2,932	3,994	4,308	4,917	1,182	1,443	799	775	878	1,134	1,418	1,714	1,529
									-	-	-	-	-	-	
Total	**15,259**	**15,906**	**16,055**	**17,899**	**18,905**	**19,942**	**12,323**	**13,170**	**12,180**	**11,943**	**11,931**	**12,492**	**13,089**	**14,016**	**13,805**

2017/8 Budget and Forecast is not calculated down to year at UC

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

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

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

TE POARI AKORANGA

ACADEMIC BOARD

RECOMMENDATIONS TO THE COUNCIL
FROM A MEETING OF THE ACADEMIC BOARD
HELD ON FRIDAY 8 JUNE 2018

The Academic Board met on Friday 8 June 2018 and recommends:

1. **That the Council note the report from the Academic Board**

Professor Ian Wright
Chair
Te Poari Akoranga – Academic Board
12 June 2018

UNIVERSITY OF CANTERBURY

REPORT OF THE ACADEMIC BOARD MEETING HELD ON

FRIDAY 8 JUNE 2018

TE POARI AKORANGA

The Academic Board reports for information the following matters that have been considered since the May 2018 meeting of the Board:

1. MATTERS ARISING

The Chair noted the following:

- The Distinguished Professor Promotion Review working party has met and a recommendation from them will come to the Academic Board in due course.
- It is understood that an announcement from the University Council on the appointment of the next Vice-Chancellor will be made within the week.

2. BUSINESS FROM THE CHAIR

The Chair noted the following:

- A review of NCEA (levels 1-3) is currently underway by the Ministry of Education and NZQA. The review does not include University Entrance. A call for members of a University working party to make a submission to the review was made. The working party will be chaired by Dr A Bainbridge-Smith, Academic Registrar.
- The University will be making submissions into the Immigration New Zealand Education Strategy and the post-study-rights review. The in-study-rights review is currently on-hold.
- The University is finalising its 2018 PBRF researcher portfolio submission.
- The QS Ranking were noted, including the movement of all the New Zealand Universities. In the case of UC the key performance indicators of interest (international reputation, employer reputation and citations) are areas the University must continue to focus on, and noting in particular the 5-year rolling average for these.

3. THE VICE-CHANCELLOR'S REPORT

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

- Regional recruitment activities are underway and he noted that interest has doubled in the Auckland and Wellington regions.
- Interest in Halls accommodation remains high and has the potential to limit or choke growth due to limited capacity.
- An update on building activities.

Questions and comments from the floor included:

- Why is Hall space a problem given that we are only now returning to 2011 student numbers? The Vice-Chancellor replied that the mix of students is different with proportionally much fewer adult students than 2010. Further, there are greater numbers of local Christchurch students within the Halls and the Halls have seen the benefit of these students to overall integration of non-Christchurch students.

4. REPORT FROM THE UCSA

The Vice-President of the UCSA gave a verbal report noting in particular:

- Upcoming changes to their constitution to include an executive position in the portfolio of International Student Representative.
- Development of new relationships between the Class Representatives and the Class Rep System and the Clubs and their Executives.

5. QUALIFICATION REVIEWS

The Assistant Vice-Chancellor Academic gave a preamble to the three qualification reviews on the agenda. The process of initial discussion at both the Learning and Teaching Committee and the Academic Administration Committee was noted. Also noted was an alternative process trialled with the review of the Sports Coaching review. It was highlighted that both LTC and AAC had commented very positively about this new approach, which provides for some initial College triaging of recommendations.

REVIEW: BACHELOR OF SPORT COACHING

The Dean of Education and Health Sciences introduced the review and thanked the Review Panel, particular Mr S Dorset (Chair). The Dean noted that the new review process has worked well and the approach has been appreciated by the School of Health Sciences and the College particularly given the challenging situation faced by the School which is highlighted in the report.

Questions and comments from the floor included:

- Has or was there a delay in addressing the disharmony within the teaching staff highlighted in the report (ie. has it taken this report to highlight the disfunction)?
    - There has been some long-term awareness of the issues and attempts to address these, including structural change. The review, however, has been helpful to bring these issues together and to provide a catalyst to move forward.
    - There is confidence that the mechanism to address the disharmony is likely to be successful because more and better targeted resources have been put in place.
- It was noted that there has been a change in employment demand for teaching, and in particular in Physical Education, since the last structural change to qualifications in this space a few years ago.

REVIEW: BACHELOR OF TEACHING AND LEARNING (PRIMARY) AND BACHELOR OF TEACHING AND LEARNING (EARLY CHILDHOOD EDUCATION)

The Dean of Education and Health Sciences introduced the review and noted that it was a combined accreditation by the Education Council and University Review. In particular it was noted that the Education Council had made no corrective requirements on the programmes, this is unusual and the programmes are to be commended for this.

REVIEW: BACHELOR OF LAWS

The Dean of Law introduced the review and noted particular thanks to the review panel and that this review has not followed the new trial process and therefore the School of Law has not yet had the opportunity to consider the review.

Questions and comments from the floor included:

- A question concerning the alignment of the School of Law with the College was raised. The Dean noted that cross teaching does occur but time is necessary to consider what this recommendation means.
- It was noted that moral of staff is an issue in both this and a previous review.
    - The Dean disagrees that team teaching isn't occurring and that course "ownership" has been overstated in the review.
    - More staff in the area of Commercial Law have been engaged.
    - Space continues to be a significant issue that needs to be addressed.
- The work into student well-being and mentoring was noted as commendable work within the school.

6. TEACHING MONTH

The Assistant Vice-Chancellor Academic gave a brief overview of the upcoming Teaching Month. This is a new initiative, an expansion of Teaching Week, to provide greater opportunities for staff to engage in teaching development activities. There should be a couple of items of interest to staff throughout the month and people are strongly encouraged to participate in these.

Dr Andrew Bainbridge-Smith
Secretary
Te Poari Akoranga – Academic Board
12 June 2018