

---

## EMBARGOED UNTIL 4pm WEDNESDAY 28 MARCH 2018

### Agenda

Date **Wednesday 28 March 2018**  
Time 4.00pm  
Venue Council Chamber, Matariki

Refer to  
Page No.

1. APOLOGIES:
  2. CONFLICTS OF INTEREST  
*Every Member has an obligation to declare any material interests relevant to any University of Canterbury activities and to ensure that any conflict arising from the material interests is noted and managed appropriately*
  3. MINUTES (28 February 2018) 1-6
  4. MATTERS ARISING
- PART ONE: REPORTS**
5. FROM THE CHANCELLOR  
5.1 Chancellor's Meetings 7  
5.2 2018 Council Work Plan
  6. FROM THE ACTING VICE-CHANCELLOR  
6.1 Monthly Report 9-42
  7. FROM THE FINANCE, PLANNING AND RESOURCES COMMITTEE 43  
7.1 CAPEX Report to 31 December 2017 45-53
  8. FROM THE AUDIT AND RISK COMMITTEE 55  
8.1 Health and Safety Report 57-71
  9. FROM THE ACADEMIC BOARD 73  
9.1 Academic Board Report 75-78

10. PUBLIC EXCLUDED MEETING

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

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

Item on Public Excluded Agenda	General Subject Matter	Reason for passing this resolution in relation to each matter	Grounds under section 48(1) for the passing of this resolution
4	Minutes of the meeting held on 28 February 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	<b>From the Chancellor</b> Council member selection criteria and processes	To protect the privacy of natural persons To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(a) 7(f)(i)
7.	<b>From the Vice-Chancellor</b>	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 8.1.3 8.1.4	<b>From the Finance, Planning and Resources Committee</b> UC Futures - UC Futures Summary - Rehua Budget Update - Rehua Timeline - RRSIC and CETF Bond Release Information	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. 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) 7(h) 7(h) 7(h)
8.2	Naming Rights Policy	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)
8.3	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	Dr Mickle Fund 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)
8.5	Movements in Year End Forecast to February 2018	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9. 9.1 9.2 9.3 9.4 9.5	<b>From the Audit and Risk Committee</b> Minutes 19 March 2018 Strategic Risk Register Review Risk Appetite Audit NZ Management Report UC Trust Funds Financial Statements 31 December 2017	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 free and frank expression of opinions by or between or to members or officers or employees of the University. 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 free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(f)(i) 7(f)(i) 7(f)(i) 7(f)(i) 7(h)

**I also move that the Deputy Registrar, UC Directors and the University Council Co-ordinator be permitted to remain at this meeting because of their knowledge of the various matters being discussed. This knowledge will be of assistance in relation to the matters**

**discussed, and is relevant because of their involvement in the development of the reports to Council on these matters.**

11. REPORT FROM THE PUBLIC EXCLUDED SESSION  
11.1 UC Trust Funds Financial Statements 31 December 2017
12. GENERAL BUSINESS
13. NEXT MEETING –**THURSDAY** 26 April 2018



## Minutes

Date	<b>Wednesday 28 February 2018</b>
Time	4.00pm
Venue	Council Chamber, Level 6 Matariki
Present	Dr John Wood (Chancellor), Ms Sue McCormack (Pro-Chancellor), Dr Rod Carr (Vice-Chancellor), Mr Peter Ballantyne, Dr Rosemary Banks, Ms Catherine Drayton, Professor Roger Nokes, Mr Warren Poh, Mr Josh Proctor, Mr Malcolm Peterson Scott, Mr Shayne Te Aika, Mr Steve Wakefield.
Apologies	None
In Attendance	Mr Jeff Field, Registrar and University Council Secretary Professor Catherine Moran, AVC Academic Mr Keith Longden, Chief Financial Officer Dr Andrew Bainbridge-Smith, Academic Registrar Ms Robyn Nuthall, UC Futures Programme Manager Mr Bruce White, Deputy Registrar Mrs Raewyn Crowther, University Council Co-ordinator
<b>CONFLICTS OF INTEREST</b>	Catherine Drayton noted her involvement with Ngāi Tahu Holdings Ltd.
<b>FROM THE CHANCELLOR</b>	Dr Wood advised that due to the financial reporting deadlines imposed by the New Zealand Stock Exchange the Council would move to the public excluded agenda immediately to consider the items on the Annual Report 2017.

**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
9. 9.3	<b>From the Audit and Risk Committee</b> Annual Report 2017	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)

9.4	Representation arrangements	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.5	NZX Announcement	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.6	Bond Trust Deed Compliance Declaration and Representation letter	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)

*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

**FROM THE AUDIT AND RISK COMMITTEE:** The Council moved back into Public meeting at 4.14pm and confirmed the resolutions passed with the public excluded.

**Annual Report 2017, NZX Announcement and Letter of Representation**

Moved

**That:**

- i) Council adopt the Annual Report 2017, and approve subsequent announcement to the NZX*
- ii) Council approve the Chancellor and Vice-Chancellor to sign the representation letter on behalf of Council.*

Carried

**Bond Trust Deed Compliance Declaration And Letter Of Representation**

Moved

**That: Council:**

- i) Adopt the declaration to Trustees Executors Limited in relation to its compliance with the Trust Deed during the year to 31 December 2017 and approve the Chancellor and the Vice-Chancellor to sign the declaration on behalf of Council.*
- ii) Adopt the Representation Letter in relation to the declaration to Trustees Executors Limited and approve the Chancellor and the Vice-Chancellor to sign the letter on behalf of Council.*

Carried

**MINUTES**

The minutes of the meeting held on 31 January 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 Appointments Statute**

The Chancellor discussed the need for this statute to be reviewed following an opinion received from Emeritus Professor John Burrows and Dr Robin Mann in response to a letter from the Minister for Education. While Council was already compliant with the Minister's request the proposed changes would clarify the processes followed for the election and appointment of members of Council.

The Chancellor also noted that other Chancellors had not sought such legal advice and he had shared the Burrows/Mann advice with them. Council members noted that Council had good processes and was fortunate to have access to the services of Professor Burrows and Dr Mann.

**Moved**

*That the amended Council Appointments Statute be approved.*

Carried

**Council Work Plan 2018**

An updated copy of the Work Plan was tabled and Mr Field noted the changes since the plan was last tabled. This was a dynamic document that provided information on the programme of work for Council in the coming year.

Mr Warren Poh spoke to a tabled paper on the Health and Safety visits for 2018. Four dates had been agreed with the Health and Safety team that aligned with FPRC meetings, two to work sites managed externally by contractors and two business-as-usual sites. Council members were urged to try to attend at least one of each type of visit. A tour of the Rehua site had been arranged for the UC Futures PCG on Monday 5 March which Mr Poh would join. He would report back to FPRC on 19 March and a decision as to whether Council needed to visit the site in either April or June would be made at that time. The UCSA site was suggested as a possibility for a work site visit later in the year.

**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 took his report as read and provided an update on a number of matters:

- The Ernest Rutherford building had been opened by the Prime Minister in a ceremony that had been well-received.
- The Unicycleway had been commemorated in memory of those connected to the University killed in the 2010/2011

earthquakes and in recognition of those involved in the recovery of the University.

- Orientation Day had a 35% increase in attendance
- Enrolments were up on last year:
  - New-to-UC domestic up 12%
  - Returning domestic up 4%
  - Full-fee-paying international new-to-UC up 29%
  - Returning international up 19%
  - Overall EFTS increase of 8% (874 students)
  - Other universities were flat or marginally increased
  - ATE conversion rate had increased due to many improved processes and new programmes of study
  - Enrolments were up in each of the five colleges.
- TEC advised it would not seek to recover the overpayment for under-delivery of teaching in 2017.
- The School of Product Design would open on 22 March. Minister Megan Woods might not be available due to this date clashing with Barack Obama's speech in Auckland.
- The Hayashi accommodation block would not now be formally opened as it was fully tenanted.
- The lease for UC space in the Health Precinct had been signed and the cost was in line with the business case.
- A Sustainability Framework had been agreed by SMT.
- The death of Rob Cameron was noted.
- A change proposal for UC Sport and Recreation had been released for consultation.
- An issue with an engineering lecturer's slide had been resolved with a joint communication from the PVCs of the Engineering and Arts Colleges. This illustrated a potential risk with recording items out of context and the ease with which these could be communicated via social media.
- FPRC had requested an update on the impact of NZQA Regulation 18. This regulation set a minimum IELTS score of 6.0 for entry which would shut out 25-30% of those seeking access to UC via the UCIC pathway. The regulation addressed problems at pre-degree level and this was an unintended consequence.

Moved

**That: The Vice Chancellor's Report be received.**

Carried

## **FROM THE ACADEMIC BOARD**

Professor Catherine Moran presented the report from the meeting of the Academic Board, noting that University rankings, the report of the Learning and Teaching Committee and the draft report from the Academic Board Review Party had been discussed. The Academic Board was on track for reporting on its review to Council in March and Council asked for any supporting documentation that would assist Council in its deliberations to also be provided.

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 31 January 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		
6.1	<b>From the Chancellor</b> Emeritus Professor nomination	To protect the privacy of natural persons, including that of deceased natural persons	7(a)
7.	<b>From the Vice-Chancellor</b>	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.	<b>From the Finance, Planning and Resources Committee</b>	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. 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 free and frank expression of opinions by or between or to members or officers or employees of the University. 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 free and frank expression of opinions by or between or to members or officers or employees of the University. 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 free and frank expression of opinions by or between or to members or officers or employees of the University.	
8.1	UC Futures		
8.1.1	- UC Futures Summary		
8.1.2	- GOG agenda		
8.1.3	- GOG Quarterly Scorecard		
8.1.4	-GOG Issues and Opportunities Report		
8.1.5	- Milestone Report to December 2017		
8.1.6	- Rehua Milestone Update	7(h)	
8.2	CETF IQA	7(f)(i)	
8.3	UC Trust Funds Quarterly Report to 31 December 2017	7(h)	
9.	<b>From the Audit and Risk Committee</b>	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 free and frank expression of opinions by or between or to members or officers or employees of the University.	
9.1	Minutes 7 February 2018		
9.2	Draft Minutes 19 February 2018		

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

Carried

**RETURN TO PUBLIC MEETING** Members returned to public meeting at 6.23pm.

**GENERAL BUSINESS** There were no items of general business.  
The meeting closed at 6.24pm.

**NEXT MEETING** The next meeting is scheduled for 4.00pm on Wednesday 28 March 2018.

SIGNED AS A CORRECT RECORD: \_\_\_\_\_

DATE: \_\_\_\_\_

# Memorandum

## Vice-Chancellor's Office

Email: [chancellor@canterbury.ac.nz](mailto:chancellor@canterbury.ac.nz)



<b>To:</b>	Council Members
<b>From:</b>	Dr John Wood, Chancellor
<b>Date:</b>	21 March 2018
<b>Subject:</b>	<b>CHANCELLOR'S MEETINGS</b>

I outline for you the key events I have attended on behalf of UC since my last report to Council. I have indicated (with an asterisk) those events at which I was required to deliver a speech. Those speeches can be viewed in the "Chancellor Speeches" folder on the Council's Sharepoint site.

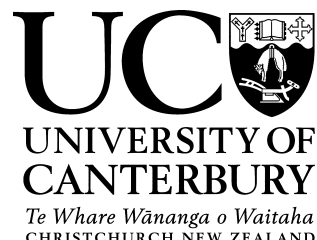
- Participated in two teleconferences with Julie Steiner, Odgers Berndtson
- Attended UCF Board of Trustees meeting
- Attended GOG meeting
- Attended Canterbury Labour MP's Back to Work Party
- Attended a morning tea for visiting Erskine Fellows
- Addressed the opening of the UC Child Well-Being Institute\*
- Attended the CFO of the Year Awards
- Attended Executive Committee meeting
- Attended Audit and Risk Committee meeting
- Attended Finance, Planning and Resources meeting
- Attended NZ/US Council event: dinner with President Barack Obama
- Pro-Chancellor Sue McCormack stood in for me at the opening of the School of Product Design and co-hosted a dinner with the Vice-Chancellor on my behalf
- Rosemary Banks stood in for me at a presentation by the NZUS Council Mike Moore congressional interns
- Attended a pre-meeting of UNZ Chancellors' Group and headed a meeting of the Group with Minister Kelvin Davis.

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

Dr John Wood  
Chancellor



Dr Rod Carr  
Vice-Chancellor  
Tel: +64 3 369 3836  
Email: [vice-chancellor@canterbury.ac.nz](mailto:vice-chancellor@canterbury.ac.nz)



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

---

<b>1.</b>	<b>INTRODUCTION .....</b>	<b>3</b>
<b>2.</b>	<b>STRATEGIC MATTERS .....</b>	<b>3</b>
2.1	UC Futures .....	3
2.2	Rutherford Regional Science and Innovation Centre (RRSIC) .....	4
2.3	Canterbury Engineering the Future (CETF).....	4
2.4	Rehua: The Move of the College of Education, Health and Human Development to Ilam, the construction of the New Education Building, and the move of Entrepreneurship and Executive Development .....	5
2.5	Graduate Attributes .....	5
2.6	International.....	6
<b>3.</b>	<b>CHALLENGE.....</b>	<b>7</b>
3.1	Marketing .....	7
3.2	Liaison.....	7
3.3	Admissions.....	7
3.4	Enrolment.....	8
3.5	Scholarships.....	8
3.6	Contact Centre and Shared Services .....	8
3.7	Accommodation .....	9
3.8	Disability Services.....	9
3.9	Student Success .....	10
3.10	Pacific Development .....	10
3.11	Student Experience.....	11
<b>4.</b>	<b>CONCENTRATE .....</b>	<b>13</b>
4.1	Deputy Vice-Chancellor .....	13
4.2	Te Tari o te Amokapua Māori - Office of the AVC Māori.....	16
<b>5.</b>	<b>CONNECT .....</b>	<b>18</b>
5.1	Communications and Engagement .....	18
5.2	UCFA (US) .....	21
5.3	University of Canterbury Foundation .....	21
5.4	Stewardship.....	22
5.5	Alumni .....	22

<b>6.</b>	<b>ENABLERS.....</b>	<b>22</b>
<b>6.1</b>	<b>Infrastructure.....</b>	<b>22</b>
<b>7.</b>	<b>Financial Outcomes: (Management Accounts to 28 February 2018).....</b>	<b>22</b>
<b>8.</b>	<b>COLLEGE SUMMARIES.....</b>	<b>23</b>
<b>8.1</b>	<b>College of Arts (Te Rāngai Toi Tangata) .....</b>	<b>23</b>
<b>8.2</b>	<b>College of Business and Law (Te Rāngai Umanga me Te Ture).....</b>	<b>24</b>
<b>8.3</b>	<b>College of Engineering (Te Rāngai Pūkaha).....</b>	<b>25</b>
<b>8.4</b>	<b>College of Education, Health and Human Development (Te Rāngai Ako me Te Hauora).....</b>	<b>25</b>
<b>8.5</b>	<b>College of Science (Te Rāngai Pūtaiao) .....</b>	<b>26</b>
<b>9.</b>	<b>Conclusion: .....</b>	<b>27</b>
<b>10.</b>	<b>Appendices.....</b>	<b>28</b>
<b>10.1</b>	<b>Appendix 1: Building Update .....</b>	<b>28</b>
<b>10.2</b>	<b>Appendix 2: Upcoming Events Calendar .....</b>	<b>32</b>
<b>10.3</b>	<b>Appendix 3: VC &amp; Acting VC Activities .....</b>	<b>33</b>
<b>10.4</b>	<b>Enrolment Table .....</b>	<b>34</b>

## **1. INTRODUCTION**

The new teaching year has commenced with gusto and the entire university has a positive vibe with some additional thousand students on campus. At an institutional level, we have had a 4.5% increase in domestic EFTS and a 24.7% increase in full fee paying international EFTS. These increases are in line with the 2018 budget for domestic EFTS (+5%) and ahead of budget for full fee International EFTs (+9%) and clearly point to UC being on a trajectory for full financial recovery in 2019. All Colleges have reported uplifted EFTS numbers of between 3.3-9.7 % for 2018. It is particularly gratifying, and important for the whole university, to see significant increases in Arts students with an increase of 6.3%. It remains unclear whether one or more drivers of student recruitment (including the free-fees policy), or more likely a combination of factors, has driven this increase. The university has just commenced an Early Experience survey with students which will provide insight into the motivations of students of coming to UC.

The building programme continues to be two-paced. Canterbury Engineering the Future (CETF) and the Rutherford Regional Science and Innovation Centre (RRSIC) Stage 1 – the Ernest Rutherford building – are now essentially in full use for teaching, and progressively ramped up for research, though final contractual close-out and payment for both has yet to be finalised. Both CETF and Ernest Rutherford are stimulating students and providing long-awaited infrastructure for staff. The two new Nuclear Magnetic Resonance (NMR) spectrographs (\$1.5M) are currently being installed and calibrated in the ground floor of Ernest Rutherford and represents an investment for future research particularly in biological and chemical sciences.

Conversely, the Rehua remediation and the von Haast demolition continue to pose challenges for UC, and both will have an impact on teaching particularly for the College of Education, Health and Human Development, which has positively responded to the circumstances now imposed by the construction timeline. In detail, UC is now planning for Rehua to be unavailable for teaching for Semester Two, which is requiring some inventive planning by the Timetabling Team to accommodate teaching without access to the either Kirkwood or Dovedale teaching pods from mid-year.

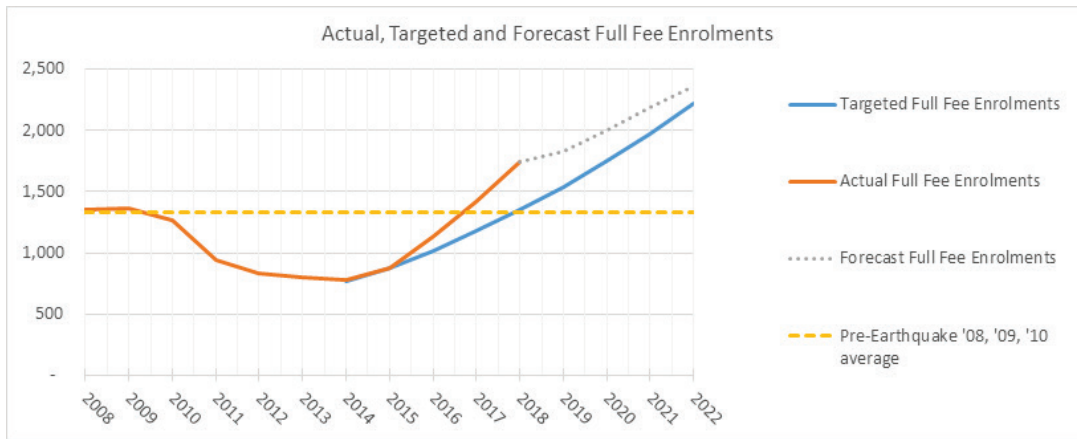
Finally, UC continues to evolve and identify research strengths. The “Child Well-being Research Institute” has been launched by Chancellor Dr John Wood and Hon Ruth Dyson. The institute co-directed by Professors Gail Gillon and Angus Macfarlane will be a virtual institute hosted in the College of Education, Health and Human Development, and is prescient given the increasing focus at the intersection of child health and education.

## **2. STRATEGIC MATTERS**

### **2.1 UC Futures**

UC is in the last two years of its planned financial and enrolment recovery and transformation programme. In 2019 we expect to break even financially and in 2020 we expect to achieve pre-earthquake enrolment levels.

The early 2018 enrolment levels are very encouraging and support the view that we are definitely on the ‘home straight’. In 2008, 2009 and 2010 UC averaged 1,328 full-fee international EFTS per year. We exceeded that enrolment level during 2017. We continue to aim for a higher ratio of full-fee international students than we enrolled prior to the earthquakes in order to support the internationalisation of the university, the global awareness attribute, and the university’s financial sustainability. If we continue to increase full-fee international enrolment levels at the current rate, we are on track to exceed our originally targeted enrolment levels before the end of 2020.



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

UC and the contractor, Fletcher Construction (FCCL), are working on closing out the final stages of the construction of the Ernest Rutherford building. The building was opened last month by the Prime Minister, the Rt. Hon. Jacinda Ardern. The usual processes of identifying any defects is being followed, with the contractor also following up with repairs or information. This process is expected to be complete in the next two months. In the meantime, students and staff are using the new building for teaching and research work is being moved in progressively.

The College of Science has started to use this flagship building to invite the community in, with a notable upcoming event being the International Young Physicists Tournaments scheduled in March. The regional competition was held on 10 March with the national competition scheduled for 24 March. Last year's New Zealand team gained a silver medal in the world competition and came fifth in the world. Also on the agenda is a Discovery Day for local year 12 students in April.

Stage Two of the RRSIC requires the demolition of the von Haast building to make way for the new Beatrice Tinsley building. With the preparatory removal of asbestos largely complete, the demolition of Von Haast has now begun. Asbestos removal has delayed the project by 15 weeks, meaning the new Beatrice Tinsley building is not likely to be in full use until mid-2019. In the meantime College staff will be located in various locations across the Ilam Campus.

## 2.3 Canterbury Engineering the Future (CETF)

Just as with RRSIC Stage One, the whole CETF construction and re-occupation project is concluding. The team has successfully addressed a large number of defects, with only 4% remaining to be resolved. The contractor has achieved the practical completion milestone for the Engineering Precinct, and UC is expecting the final accounts shortly.

The College of Engineering has been progressively moving in with large amounts of equipment to be unpacked, installed and calibrated. Staff and students report being pleased with the newly built facilities, in spite of some teething problems that have come with this major new build of 33,000 m<sup>2</sup>. A major refurbishment of the Engineering Precinct was in the planning stages before the earthquake sequence and was disrupted as a result. To be finally in the new and refurbished buildings in 2018 is an important moment in the life of the College. UC and its predecessor, the Canterbury College of the University of New Zealand, has been teaching engineering since 1888.



## **2.4 Rehua: The Move of the College of Education, Health and Human Development to Ilam, the construction of the New Education Building, and the move of Entrepreneurship and Executive Development**

Although progress is visible on the Rehua construction project with the removal of the top layers of scaffolding, it continues to lag behind schedule. The College of Education, Health and Human Development is currently working with the timetabling team to replan the Semester Two timetable to largely remain on the Dovedale campus. On the day of the March Council meeting, the Vice Chancellor is scheduled to meet with senior Downer EDI executives in Christchurch.

## **2.5 Graduate Attributes**

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

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

The Course Information System has been populated with the high-level graduate attributes. All courses have been identified and mapped as critically competent in the core discipline. The inclusion of the graduate attributes on the CIS aims to raise awareness for students.

### **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.*

UC students took part in a 10-day Kickstart Challenge. Students donated all proceeds to the Kilmarnock Centre. While students had an opportunity to both developing ventures and kick-start ideas, it added the opportunity to give back to the community as part of its endeavours

### **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.*

The university's graduate profile, particularly the BiCC pillar, has been of interest to senior staff at the University of Hawai'i, Mānoa (UHM). In 2017, at the invitation of senior staff at the University of Hawai'i, Mānoa, Darryn Russell gave a presentation on UC's bicultural journey. As a result, Office of AVC Māori has recently hosted Professor Michael Bruno, Vice-Chancellor Research and Academic Affairs; Dr Velma Kameoka, Deputy Vice-Chancellor, Research; Professor Margie Maaka; Professor Laiana Wong and several other colleagues in the last week. The overarching focus of their visit was to develop an understanding of UC's bicultural journey from the perspectives of UC and Te Rūnanga o Ngai Tahu. The UHM guests were also very keen to discuss opportunities for collaboration with senior management and academic colleagues. The guests will also meet with senior staff at the University of Otago on similar kaupapa. Office of the Assistant Vice-Chancellor Māori and Otago's Office of Māori Development have collaborated in making this a valuable and enjoyable time in Te Waipounamu. We extend their thanks to all colleagues who made their time available for hui and look forward to the UHM guests following up regarding the potential opportunities for collaboration.

Developers of new courses and programmes have all been engaged in consultation with the Kaiārahi and new degree proposals are working to ensure the programme is mapped.

### **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 took part in the Big Give on March 3. Hundreds of students joined the Student Volunteer Army (SVA) and took part in a day of volunteering at Godley Head, giving back to the community. Activities included restoring historical WWII buildings.

### **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.*

An excellent example of global awareness in the classroom is the teaching initiative between the University of Helsinki and the University of Canterbury. In the initiative, students from New Zealand and Finland are working together on assignments and lectures delivered via Facebook and a chat app. UC's Head of [Media and Communication](#), Associate Professor [Donald Matheson](#), says this international digital classroom expands students' horizons, while building international bridges in an educationally meaningful way. Associate Professor Matheson will be presenting a 'How To' workshop during teaching month to share his experiences.

## **2.6 International**

International enrolments for 2018 are encouraging. Full offers are up by 39% compared to last year and conditional offers up by 38%. Conversion has been the key focus of the entire team. As a result of targeted conversion initiatives an additional 12% of applicants accepted their full offers and in a new initiative, as of 29 January UC had received financial commitments from 408 full-fee students.

A welcome for the new-to-UC Christchurch College of English Language (CCEL) students was hosted and organised by international recruiters and the UC International Welcome was held on 12 February.

Some of the larger US partners have signalled a downturn in Study Abroad numbers New Zealand-wide, but numbers from direct partnerships with US institutions have grown. We will continue to engage with partners and to leverage our UC Foundation-funded position to build on these results.

Work is under way with Colleges to explore growth models and targets for international exchange.

Changes in immigration policy, especially in respect of minimum English Language skills, have the potential to impact UC and UCIC's ability to attract international students. UC is engaging with the Canterbury Employers' Chamber of Commerce, ChristchurchNZ and other educational institutions to align our thinking regarding immigration policy and potential benefits and risks to Canterbury as a whole.

### **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 continues to be high with good engagement across Facebook, Instagram, Snapchat and Twitter. Google AdWords has experienced good growth as have video views and response to banner advertising.

Twenty-six new UCME students have been recruited for the 2018 campaign which will include both online and offline channels. Student stories and photos are complete, and the campaign will launch to market in April.

Development of specific 'brand stories' for the College of Education Health and Human Development, the College of Engineering and the School of Law have been completed. This has involved interviews with students, staff and alumni. A suite of videos will be implemented progressively– the Colleges of Arts, Science and School of Business have been completed.

An Alumni project is under way – featuring a collection of the stories and photographs of more than 30 UC Alumni. This will be the basis of targeted marketing campaigns during 2018.

The Intro to UC and the Accommodation Guide have been printed. Work is under way on the Introduction to Disciplines suite of publications and the Undergraduate Prospectus.

#### **3.2 Liaison**

The first half of February saw liaison engaging with ATEs who were yet to enrol and enabling them to do so, along with requests for course changes and general information. Future students who did not achieve University Entrance were provided with information on CUP and Hagley bridging options dependant on their individual circumstances. The wider team celebrated a 12% increase in enrolment of domestic students, with increases notably in the Canterbury, Nelson/Tasman, Wellington and Auckland regions. The conversion rate of ATEs to enrolment improved in 2018 from 55% to 61.5%, indicating more sophisticated filtering of leads throughout the year.

#### **3.3 Admissions**

All of the Admissions team helped out with International Enrolment week. Several were located at the Library, working alongside those from Enrolments and other SSAC staff. Other work continued on applications for the July 2018 and February 2019 intake, as well as updating offers for those students who turned up at International Enrolment in person and required a variation of change.

The Offer of Place letter has been updated by adding a paragraph to encourage students to secure their place at the University by pre-paying their fees in full, or by deposit of NZ\$1,500.

The Admissions team has been working with the International Relations Office (Partnerships) to develop some guidelines for the NZ ASEAN Scholarship Award countries. Myanmar, Laos and Cambodia were identified as not having any precedents for UC entrance requirements, but cross-referencing and bench-marking has been completed and entry requirements are now in place.

### **3.4 Enrolment**

As expected February was an incredibly busy time for the Enrolments Team, as we welcomed both domestic and international students to UC for 2018. Overall we found that our domestic students were able to enrol with ease and very few presented at Student Services for assistance.

International Enrolment in Person provided a very heavy workload for the team, both in the frontline and the back office. Requests made for additional hours to extend enrolment hours (including the weekend) were met staff, showing their commitment to our students. Almost 650 visa applications were sent to Immigration NZ for the period 13 February-8 March, with some students receiving their visa approval within four working days.

The Enrolments and Help Desk team were spread across International Enrolment in Person, Student Services (Matariki) and the Welcome Centre during this period. The team is looking forward to reviewing the International Enrolment process, and already have suggestions to put forward for next year's event, including the possibility of extending the CANTEACH pre-enrolment process to our Study Abroad and Exchange cohort.

Please refer to the appendix for the enrolment table.

### **3.5 Scholarships**

Applications for scholarships which support current undergraduate student retention opened in the first week of February. There are 52 scholarships and funds for a variety of domestic and international students.

The scholarship online application system has been put under maintenance due to system issues. Alternative application methods for all students are in place while these problems are resolved.

A small group of students participating in the Emerging Leaders Development Programme (ELDP) attended a focus group workshop to gather information relating to the scholarship application process, what students find appealing in scholarships and how students prefer to be paid. This information informed planning for scholarships for students beginning study in 2019 and will assist the Marketing Team, Liaison Team and the International Relations Office (IRO) to market these to prospective students.

### **3.6 Contact Centre and Shared Services**

The Contact Centre handled a very high level of phone calls and emails during February, with some of the team assisting with International Enrolment in Person in the Puaka-James Hight Library. About 8800 calls were handled during February between 8am-6pm on weekdays and an additional three hours on Saturday mornings.

The Contact Centre and Shared Services have enrolled 381 STAR students and about 330 UCIC students. Shared Services is updating the website to ensure programmes and fees are correctly advertised.

All Health & Safety (H&S) risk registers are completed and online in the RMSS system. All H&S office checklists are complete. All managers and team leaders are currently being trained on using the RMSS system and being supplied with the training notes. This training will be completed by the end of March.

### **3.7 Accommodation**

All halls are at capacity with first-year students arriving for Orientation. There are more than 100 extra first-years in halls in 2018. Halls Orientation and welcome activities went well.

More than 200 international students arrived between 6-13 February when student mentors were meeting and greeting at the airport. On those days, 70.6% of all students who had booked airport pickups were personally greeted by UC students on arrival.

Of note was an increase in students arriving late at night. Compared with 27.1% who arrived outside office hours last year, this year we had 34.3% either arriving early (12.4%) or late (21.9%).

Of all students who had booked an airport pickup this year 30.2% were taken to off-campus destinations, compared to 20.6% last year. Most of this is attributed to Malaysian students on a MARA scholarship. It is well-known that the Malaysian cohort has a well-established off-campus network.

Between 1 January and 6 February, 143 students booked airport pickups compared to 63 last year.

The welcome centre helped 3624 students with enquiries between 7 February and 7 March.

Accommodation now has a fixed-term Kiwi Host Coordinator to help plan the programme for the 45 Tokyo City University students in Semester Two.

The welcome centre, Airport pickup service and Kiwi Host are fully-funded through accommodation application fee revenue.

All affiliated houses have been handed back to landlords. CLV is now managing 12 Kirkwood (six one bed units) and Grad House (30 rooms). Both are at maximum capacity.

### **3.8 Disability Services**

As at the end of week two, Advisors had registered 318 new and continuing students with various support needs, including notetaking and exam accommodations. Of those, 169 students requested notetaking support for 256 different courses, and 81% of these notetaking needs are being covered through the use of 108 student peer note-takers. Casual staff are being used to cover the remainder.

Fifteen students have also received practical demonstrations of assistive technology that will be helpful with their studies, and 17 electronic textbooks have been requested by students with print disabilities, enabling text to be read out aloud with their computers. Audio-visuals have also been captioned for hearing impaired students.

Term One's New Zealand Sign Language course is full, with 20 staff and students learning basic sign language. Many attendees acknowledge how complementary this learning is to their work and study. These introductory courses will be offered again in terms two, three and four.

In February, two DRS-registered students were delighted to receive grants from the Judith Ensor Prize for Students with a Specific Learning Difficulty, which was a positive start to their year.

## **3.9 Student Success**

### **3.9.1 Student Care**

During February Student Care recorded 250 student engagements, with a unique count of 170. Additionally, the team managed:

- ongoing staff enquiries about particular students they are needing guidance/advice about.
- one International Student Welfare fund application.
- several critical incidents: Student Care supported the students involved and liaised with services on campus and in the community to manage these situations.

Student Care has continued to deliver targeted pastoral care in its role as the international student support team. Referrals have increased in both complexity and time. Themes emerging during February have included complicated grief, marriage separation, withdrawal from courses, navigating UC processes, harassment and serious mental illness.

The International Welcome Lounge was staffed by Student Care staff during International Enrolment to provide advice, recommendations, refreshments and support students as they experienced enrolment delays. Support also included a morning workshop. Students provided positive feedback and this resulted in 1:1 sessions for students who required further assistance.

During Orientation Student Care staff were involved in the Information Hub networking with both parents and students, the Summer Wellness Expo, and assisting Student Success with campus tours. Student Care delivered multiple orientation sessions to four Colleges and circulated referral and promotional material promoting the service.

As the tender closing date draws near, there has been a successful collaboration between The International Relationships Office (IRO) and Student Care to write the NZAID proposal. Meetings continue to transition the administration and coordination of the programme to the IRO. NZAID scholars attended a three week orientation programme addressing connectedness, cultural, social, financial, and academic skills at UC. The NZAID reconnect programme was well attended with 30 scholars, and staff continue to assist with resettling scholars back in to New Zealand life and UC study. Ongoing planning continues with new students awarded a scholarship intending to study at UC, networking and liaison with the CCEL occurred for this process.

Staff have coordinated professional development opportunities including a cultural transition for the Executive Development Programme (EDP) induction and 'how to develop an effective culture map'.

### **3.10 Pacific Development**

The team continues to work collaboratively with other teams across SSAC as well as maintaining their own programmes. Collaboration included training Emerging Leaders Development Programme (ELDP) and Go Canterbury students, participating in Kia ora bro!, coordinating the tours for Orientation Day and many others.

GetFresh – Pasifika Orientation was held on 15 February, followed by a formal Pasifika Welcome Day on 24 February.



### **3.10.1 Strategic Development**

Pasifika Talanoa professional development days have now been developed and will take place on 27 April and 12 November. This opportunity is included among the Teaching and Learning professional development offerings available to UC staff.

Pasifika Talanoa is for all staff who wish to deepen their understanding of Pasifika perspectives and increase effective engagement with Pasifika students, families and communities.

A Pasifika resources web page on Learn is currently being developed and will allow UC staff to access a number of resources under the Pasifika Resource kit.

The Pasifika Advisory Group of UC staff from a range of Colleges and service groups has met for the first time in 2018. The group will examine a review of the 2014-2018 UC Pasifika Strategy and begin the process of developing a new UC Pasifika Strategy for 2018 -2022.

The team will examine a new supplementary tutoring initiative this year. This involves a successful third-year student attending classes with a particular cohort, mentoring them over the year and attending their tutorials. Implementation will occur from 2019, with the School of Law and the College of Education Health and Human Development interested in piloting this initiative.

### **3.11 Student Experience**

#### **3.11.1 Emerging Leader Development Programme (ELDP)**

There are 120 new ELDP students and ten ELDP Exec involved in the 2018 programme. The retreat kicked off the programme on Saturday February 10 with an Amazing Race around campus and a formal ELDP dinner with ELDP Alumna Abbas Nazari as the keynote speaker. Students were introduced to the concept of leadership development through service with an interactive presentation from a team who led a campaign to crowd-source funding to buy an Abel Tasman National Park beach for the public. The workshop that followed was facilitated by actors who specialise in improvised comedy. The focus of the workshop was on developing communication and presentation skills. Each student has also now meet with their Team Leader on a 1:1 basis to begin the mentoring component of the programme.

#### **3.11.2 Go Canterbury**

Now in its third year, the Go Canterbury scholarship has been extended to include school-leavers from Auckland and Wellington. This year's record-breaking cohort of 140 students was welcomed by the Student Experience Team (SET) at a meet-and-greet the week before term and divided into smaller groups headed by experienced Student Leaders, most of them Go Canterbury alumni themselves. A trip to Adrenalin Forest and a day exploring Christchurch gave the students a first taste of what Canterbury has to offer. An introduction to Academic Skills supplied the Go Cantabrians with sound advice from the Academic Skills Centre tailored to first-year needs as well as tips and tricks their Student Leaders shared from their own experience. Upcoming events include a day trip to Akaroa, a quiz night, professional development session, and a comprehensive First Aid course.

### **3.11.3 Golden Key**

UC's high academic achievers were recognised in late February via an invitation to join the International Golden Key Honour Society. The Society recognises students whose overall GPA after a full year of study places them in the top 15% of their faculty, and focuses on the three pillars of Academics, Leadership and Service. The Society has had a UC chapter since 1999, and this year invited 1423 students. The new email invitations were well received. New members will be officially recognised at a ceremony in April.

### **3.11.4 International Welcome**

400 new-to-UC students attended the International Welcome on 12 February. Highlights of the day included a Te Reo lesson, a Student Care presentation, and fun activities on the C-block lawn. The event ended with a city bus tour and dinner at Little High Eatery in the central city. The Student Experience and Communications and Engagement Teams are collaborating on a series of messages to these new students to help them settle in and make the most of our various support services.

### **3.11.5 Mentoring**

There have been three Mentor training sessions with 24 new Mentors attending. This brings the pool of Mentors to 120. These Mentors include both domestic and international students at undergraduate and postgraduate level. A training session was also run for the Mentors for the ENGME programme. The UC Mentoring Programme has been promoted through Orientation activities and the International Welcome, and also through the first-year phone call out. Currently, about 70 students, both domestic and international, have requested a mentor.

### **3.11.6 PhD and Masters by Research Orientation**

Fifteen new PhD and Masters by Research students attended the tailored research orientation in February. Ten are enrolled in doctoral studies, and five in a research Master's degree. Each of UC's five Colleges is represented by this cohort, with the majority of students (eight) studying in the College of Engineering. Ten of the 15 are international students from eight different countries – Columbia, India, Iran, Pakistan, the Peoples' Republic of China, Turkey, the United Kingdom, and the United States. All 15 rated their orientation experience favourably.

### **3.11.7 Student Leader Training**

The Student Experience Team spent three days in early February training the new cohort of Student Leaders. These 31 students have been carefully screened and selected to support SET's retention efforts by helping deliver the SET's first-year experience programmes - ELDP, Go Canterbury and UniLife. These Student Leaders also support wider campus initiatives such as Orientation events and the first-year phone call out. The training included basic mental health support, friendship curation and bicultural competence.

### **3.11.8 UniLife**

UniLife, a group mentoring programme for non-residential first-year students, kicked off with dinner at a local Chinese restaurant where the students were matched with mentors/leaders from their area of study and spent the evening finding common ground in all areas of life. The UniLife Student Leaders check in with their groups every week and are looking forward to the upcoming first-year quiz night where they will compete against ELDP and Go Canterbury students. About 80 students are enrolled in UniLife with more joining regularly. All 100 available spaces are likely to be filled.



### **3.11.9 UC RecCentre**

The new Intellifitness and sign up system has been installed, providing a platform for more functionality, reporting and ultimately a better customer experience.

The RecCentre supported a number of events on campus in February, including International Student Welcome, UC Maori Orientation, Orientation Day, Welcome Centre and the Summer Wellness Expo. It is currently supporting five UC students in internships, across Group Fitness, Fitness Consulting and Health Promotion programmes.

### **3.11.10 UC Sport**

The UC Falcons Women's Rugby Sevens team competed at UTSNZ National Tournament, narrowly losing the final to Waikato, which was held at Waikato Stadium as part of the International Sevens World Series tournament. UC student Grace Brooker was named in the Tournament team.

A number of current students, alumni and sport science centre clients have been selected recently as part of the New Zealand team to attend the Gold Coast Commonwealth Games in April.

Angie Petty, Brad Mathas, Tom Walsh (Athletics), Tayla Bruce, Katelyn Inch, Ali Forsyth, Jo Edwards, Shannon McIlroy (Bowls NZ), Ben Oliver, Anton Cooper, Olivia Podmore, Alex Frame, Linda Villumsen, Natasha Hansen, Dylan Kennet, Shane Archbold, Jack Bauer (Cycling), Sophie Pascoe (Swimming), Andrea Hewitt (Triathlon).

Matthew Ingram (UC Sport staff) will travel to the Commonwealth Games as support to the swim team, as well as and ex staff member Matthew Shallcrass, now Head Coach of the Men's endurance cycling team.

UC alumnus Jamie Prebble recently competed at the Pyeongchang Winter Olympic games.

## **4. CONCENTRATE**

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

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

#### **4.1.1 Academic Services**

The group has been focusing on those initiatives outlined in our February report. These include four major degree programme developments targeted for Round One CUAP and potentially three developments for Round Two. The review of academic policies is nearing completion and likely to be completed by mid-April.

The STAR programme has enrolled a record number of students in 2018. There are currently 357 students enrolled, representing a 17% increase on headcount from 2017. Most of these students undertake only one STAR course with 56% enrolled in MATH199 and 64% undertaking their studies by distance.

The Early Experience Survey of first year students was launched on 7 March. This survey aims to understand student motivations drivers for selecting to study at UC and early barriers to their success. For example, we have asked questions in the area of the “Fee-Free Policy”, knowledge of key University policy such as the code-of-conduct, inclusiveness, health and study-skills services, the graduate profile, and intentions to leave early.

### 4.1.2 Timetabling

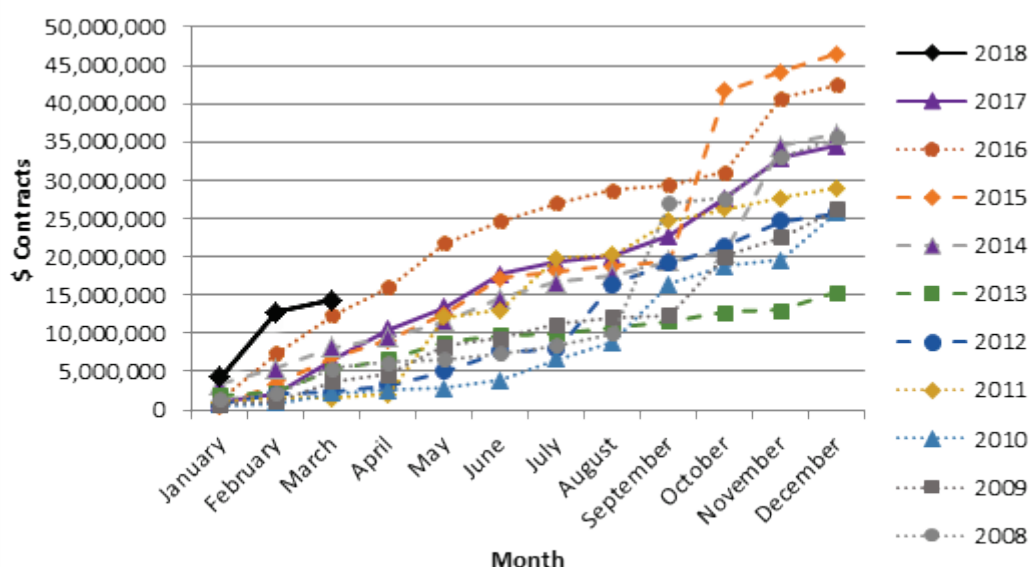
The 2018 timetable has undergone a significant amount of churn since publication in October. The impact of the student growth has led to significant issues, although the goodwill and help of staff around the University, the majority of these have been resolved.

Following advice from Capital Works, the group planned for decanting Semester Two teaching from the Rehua building, with CoEHHD moving back to the Dovedale campus. We will be working with Ilam-based courses to reschedule activities which were previously scheduled into this building, and placing them elsewhere. This early planning decision to decant allows the CoEHHD to make changes to the delivery in a timely manner, providing better certainty for the students with their timetable.

2019 timetable forecasting has begun, and the group will be looking to work with the Colleges in the coming months to ensure the optimisation of the 2019 timetabling process. Staff are being strongly encouraged to start considering 2019 teaching now, with minor course changes opening in the coming weeks.

### 4.1.3 Research Funding

R&I is managing 390 research contracts worth a total value of \$144.9m. In 2018 year to date, 56 contracts worth a total value of \$14.3m have been executed, and 44 contracts worth at least \$9.8m are pending (i.e., in the process of being executed), though a proportion of this contracting continues to be “hang-over” from 2017. UC holds 69 National Science Challenges contracts worth \$23.1m and 48 CoRE contracts worth \$28.5m (with 15 NSC/CoRE contracts pending, worth \$2.5m).



#### **4.1.4 Research Development**

R&I has completed the funding round for the MBIE Endeavour Fund and the Marsden Fund. UC submitted 12 Smart Idea proposals and 11 Research Programmes to the Endeavour Fund. As well, UC is named in at least 14 Research Programme proposals being submitted by other organisations. UC submitted 80 proposals to the Marsden Fund proposals which is below previous years of EOI submission. The outcomes of both funding rounds are expected in October.

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. At present, the number of staff submitting portfolios is 583, but this number is likely to increase as new staff join UC between now and the census date (14 June 2018). Of these participating staff, 83% have submitted a draft portfolio for review and 81% have had their portfolio reviewed. The focus of activities in March is to support staff new to UC in 2018 to understand the PBRF requirements and draft their portfolios, and to encourage all other staff to submit their draft portfolio for review. As reported previously, the quality of the narrative in each portfolio submission is crucial. The wider context is that the current PBRF income for UC is \$28.8m, but UC will likely have fewer academic staff submitted in the 2018 assessment than 2012, but the weightings for emerging academic have changed (which will favour UC) and the overall PBRF funding pool will increase \$15m each year for the three years between 2018/19 and 2020/21.

#### **4.1.5 Research Infrastructure**

UC, along with VUW, has indicated to the REANNZ consortium, and Universities New Zealand, the intent of withdrawing from REANNZ. UC needs to give notice of termination by 31 March before agreement expiry on 30 June. The new Minister has requested a further MBIE review of the REANNZ model, and some re-working of the REANNZ business model might occur before June. If UC received a significant reduction in the current ~\$800k annual subscription, then UC would likely remain within REANNZ. UC is currently a “lumpy” user of the network characterised by generally low volume traffic, but with occasional peaks of large volume typically associated with QuakeCORE. UC is confident that commercial providers can provide the necessary capacity for both national and international traffic if UC does indeed leave REANNZ.

When UC withdrew from NeSI in late 2016 as a partner, UC instigated the investment of a UC “Research Computing Cluster” (RCC) to support better mid-sized computing across the university, but within a multi-configurable “architecture”, suitable for different and evolving research projects. The RCC machine is now stood-up and operational, with early users including Antarctic meteorological research and fire engineering modelling. QuakeCORE will also be an early user of the machine. Professor Tim David (College of Engineering) has been tasked with establishing a User Group and user policies for this new resource.

#### **4.1.6 Research Reputation**

UC academics continue to be awarded personal peer recognition for their scholarship. Most recently Professor Jack Copeland (Philosophy) has been awarded the 2017 Barwise Prize from the American Philosophical Association. Similarly, the instituted Professorial Lecture Series has recommenced for 2018, with those UC Professors being newly promoted in 2017 giving lectures on their research to the wider university. The first lectures in 2018 were Professor Rien Visser, School of Forestry, presenting on “The rise of the autonomous machinery; are robots taking over timber harvesting?” and Professor Michael Tarren-Sweeney, School of Health Sciences, presenting on “Unnatural childhoods – growing up in impermanent, statutory care”.

#### **4.1.7 Postgraduate Research**

Current enrolled Doctoral students for February 2018 were 899 and research Masters 241. Masters research numbers have dropped markedly in February as many Masters Part II thesis students are required to submit their thesis in February.

Highlights for the month include:

30 new Doctoral students enrolled in February (12 domestic and 18 International). A further 14 completed their examinations successfully while 12 Doctoral students submitted their theses for examination. A total of eight Masters thesis students completed and had grades awarded.

The UC Foundation has confirmed \$280,000 funding over two years for a new scheme to support Doctoral students to publish papers during their research. Students will receive \$1,000 for publishing two peer-reviewed journal papers before the submission / acceptance of their PhD.

Analysis of Doctoral examinations has shown for the first time the number of video conference oral exams now equals the number of face-to-face exams. This has been a significant change in examination process for many academics.

#### **4.1.8 Erskine Programme**

The Erskine Programme welcomed four visiting fellows in January 2018 (one Canterbury Fellow, one Cambridge Fellow and two Erskine Fellows) to UC. In February 2018 the Programme will welcome an additional 26 Visiting Fellows (two Canterbury Fellows and 24 Erskine Fellows) and their families. The Fellows are visiting from 10 different countries including China, Switzerland, France and Italy. The Fellows are teaching into all Colleges and we are particularly pleased to welcome the first visitor to the Waterways Centre for Freshwater Management, Professor David Maidment (from the University of Texas at Austin), who began his academic career at UC 50 years ago.

#### **4.2 Te Tari o te Amokapua Māori - Office of the AVC Māori**

Liz Brown is Acting Assistant Vice-Chancellor Māori until April 2018 when Darryn Russell returns from Learning Resources. From mid-March 2018, Ripeka Tamanui-Hurunui is on secondment to Student Services and Communications in the role of Director, Student Success. We are currently engaged in evaluating options for handling the Kaiārahi Service Units mahi while Ripeka is on secondment.

The team has been busy delivering the Tangata Tū, Tangata Ora staff professional development programme, responding to the many requests for Te Ohu Reo assistance and working on CUAP proposals. The CUAP mahi has been a significant activity for Kaiārahi over the last month. Colleagues have also provided a short version of Tangata Tū, Tangata Ora to a number of student groups at the request of departments. The Kaiārahi continue to work with many academic colleagues on course content and course development.

##### **4.2.1 Tangata Tū, Tangata Ora staff professional development programme**

2018 began with two Tangata Tū, Tangata Ora courses held in January and another two courses being held in February and March. A further seven courses will be held over this year. We have extensively updated our presentations and the course workbook is being significantly redeveloped.

Our 'Te reo in the workplace' professional development course began in March and 'Culturally responsive pedagogies' begins in April 2018. Colleagues can apply online via UCPeople.

## **4.2.2 Te Ohu Reo**

With the opening of the Engineering Core and the Rutherford building, it is very pleasing to see the bilingual location signs being installed. Developing naming for these areas was a very large part of the work carried out by Te Ohu Reo in 2017. These bilingual signs set the standard for the University and support the use of te reo in the University environment. The RRSIC naming work highlighted the need for te reo technical terms for use in the tertiary sector. Further development of technical terms may need to be a national collaboration.

Te Ohu Reo is now working on many UC publications including recruitment material for publication later in 2018.

## **4.2.3 Kaiārahi Colleges**

The Kaiārahi are continuing their mahi with colleges to develop and enhance courses. Several Kaiārahi are guest lecturing into a number of programmes. In the first quarter of 2018, the Kaiārahi roles are as follows:

- College of Arts – Kaiārahi Māori: Jeanine Tamati-Elliffe. Jeanine will also work with the College of Education's School of Health Sciences, Sport and Physical Education and the School of Educational Studies and Leadership. She will work with the College of Engineering on the Product Design mahi.
- College of Business and Law – Kaiārahi Māori: Abby Suszko, who continues to work with the College of Engineering (other than Product Design).
- College of Education, Health and Human Development – Liz Brown will focus on Teacher Education while Jeanine Tamati-Elliffe will work with Health Sciences, Sport and Physical Education, and the School of Educational Studies and Leadership.
- College of Engineering – Abby Suszko and Jeanine Tamati-Elliffe (as noted above).
- College of Science – Kaiārahi Māori: Mary Boyce.

## **4.2.4 Kaiārahi Service Units**

There have also been some changes to the Kaiārahi roles working with service units across UC. The Kaiārahi have also been busy working with SSAC, Learning Resources and the VC's Office on a number of publications, projects and assorted mahi. The initial UC Cultural Narrative video was presented to staff at the VC's forum on 14 February 2018 and can be found at <https://www.youtube.com/watch?v=RyOfg5adgEA&feature=youtu.be>

## **4.2.5 Te Ratonga Ākonga Māori - Māori Student Development Team**

Our Māori Ākonga orientation day was held on Thursday 15 February 2018, to which all new first year ākonga and their whānau were invited. The number of new to UC ākonga attending was 100 and whanau participation has also significantly increased since 2017. The feedback received was overwhelmingly positive:

- 'Great morning. I feel very comfortable leaving my nephew here to study'
- 'Tau ke koutou brilliant day for my nervous whānau member full of whakawhanaungatanga and information'
- 'We didn't know anyone and my daughter was a little apprehensive about coming but together the Maori 'tuakana' have been very welcoming.'

This was also received on UC Orientation day: *‘It made feel so excited to be a part of UC, o day and especially Māori o day, kicked off the year and my uni career in the best ways possible and I cannot wait to get stuck in!!!*

*Thanks guys’*

Colleagues from Te Ratonga Ākonga Maori also assisted at UC Orientation and Welcome days and enjoyed meeting new ākonga and their whanau. The Welcome days were also an opportunity to collaborate with colleagues from across the University.

First year ākonga have been meeting with our advisors and the Tuākana-Teina programme has begun, to provide mentoring support for first year ākonga. Tuākana have participated in mentoring training and have a good understanding of UC policies such as the Student Code of Conduct.

All tuākana have a good understanding of the need be supportive and non-judgemental, particularly when relating to issues of identity, gender, personal safety, and know to refer ākonga to advisors when ākonga are experiencing any kind of stress or other issues.

#### **4.2.6 Māori Student Study Centres**

Te Puna i te Ora, the Maori Student Study Centre at the Dovedale campus will be closed from 16 March, as part of the staged relocation of the College of Education, Health and Human Development. The Whare Kaitiaki for Te Puna and Te Whare Ākonga o te Akatoki is on leave from April-December 2018, so both UC Security and Te Ratonga Ākonga Maori will assist to ensure that ākonga have a safe space to study and that use is appropriate.

#### **4.2.7 Māori Outreach and Recruitment**

The Māori Outreach Advisor would like to acknowledge the support from the UC Foundation over the past two years and continuing in 2018. The advisor has recently completed first round visits in high schools alongside the UC Liaison team. These visits continue to be a success and our advisor is being recognised from previous events like Ekea Year 10 & 12 and the collaborative work with Te Tapuae o Rehua.

### **5. CONNECT**

#### **5.1 Communications and Engagement**

<b>Engagement Data</b>	
Intercom	Open rate average for four editions in February 42.54% (International benchmark = 21.8%)
Insider’s Guide (student newsletter)	Open rate average for two editions in February 56.9% (International benchmark = 21.8%)
Twitter	First for engagement fan ratio and follower growth rate. 6,027 followers. 153 new followers in February.
Stakeholder Newsletter	855 Recipients Open rate 41% (List ave: 42.9%) industry average 16.9% Clicks 8.7% (List ave: 5.7%) industry average 2.2%

### **5.1.1 Project Communications**

Ten thousand UC Campus Pocket Maps were distributed for the start of the academic year. The maps have become incredibly popular across the University. Not unexpectedly, with significant change ongoing around the campus, the process for maintaining online campus maps has become complex and will be simplified.

The Cultural Narrative video is now widely available and has been requested for use by numerous staff for inclusion in induction materials for the start of the year.

A video has been produced of the unveiling of the Roimata sculpture on 22 February. It will be used as a standalone video to support commemorative activities on campus, and a segment included in the Cultural Narrative video.

Initial testing of Bluetooth beacons as part of a digital and mobile student engagement project was undertaken at the opening of Ernest Rutherford and at International Enrolment.

More than 2,000 new-to-UC students spoke with UC staff about Health and Safety on campus, entered the UC Security number into their mobile phones, and received Think first drink bottles on Orientation Day on 16 February.

The new Health and Safety 101 video was also launched on Orientation Day at College information sessions. The video is available on the UC website and student blog and has been promoted via the student newsletter and various email outs to new students.

Content preparation has started for the UC Foundation 2017 Annual Report.

### **5.1.2 Media**

February media coverage of UC-related topics was again overwhelmingly positive. More than 120 media queries were received, with coverage highlights including the Prime Minister's official opening of the Ernest Rutherford building, fees-free study and 2018 enrolments.

Local and international interest in the University's 600-year-old genealogical scroll, the Canterbury Roll, continued and UC medieval historian Dr Chris Jones was interviewed by RNZ's Kathryn Ryan. Other coverage included the development of a new computer chip that mimics a human brain and could power everyday devices, an online bibliography of writing by Maori in English, seismic technology advances in new buildings, Antarctic orca research and UC students creating a world-first 3D-printed titanium engine for their Eco-marathon car. In a Press op-ed, UC Law lecturer Dr Rhonda Powell answered the question: Does a judge's gender make a difference?

An analysis of coverage for the month (Broadcast, Internet, Print) found 1,821 items compared with 445 items in the same period last year. This coverage reached a cumulative audience of 31,763,613 (compared to 5,375,627) and had an advertising space rate of \$11,704,260 (compared to \$1,817,798 in February 2017).

### **5.1.3 External Engagement**

NASA rocket engineer Tim Atkins gave the first UC Connect public lecture of the year on 8 February, presenting an overview of NASA's vision of landing humans on Mars by building the world's most powerful rocket. The lecture was fully allocated within 24 hours, and was subsequently live-streamed into the neighbouring lecture theatre and on UC's Facebook page.

#### **5.1.4 Stakeholder Relations**

UC sent a letter to identified flats about behavioural issues as well as the normal start of year neighbourhood maildrop about Orientation events and student conduct. The Vice-Chancellor gave 60 UC neighbours a personal preview of the Ernest Rutherford building ahead of the 13 February Community Meeting. The next UC Community Meeting is scheduled for 7 May.

#### **5.1.5 Events and Partnerships**

The Events and Partnerships team currently has 20 events it is actively working on.

#### **5.1.6 Recruit students**

20 secondary school careers advisors/influencers attended the inaugural Wellington Update Day at the beginning of March. This event aims to build and maintain relationships, promote Christchurch as a positive destination and update attendees on what's new at UC for 2019.

Registrations for UC's Christchurch Update Day, capped at 80 secondary school careers advisors/influencers, opened mid-March. It is expected to be fully-allocated by the end of March. Held in June, the two-day programme is designed to showcase UC to secondary school careers advisors/influencers from key New Zealand secondary schools and allow them to experience and learn more about UC's unique, world-class educational experiences.

Held in early April, Year 12 Discovery Day attracts 1,000 students from local secondary schools and gives students the opportunity to visit campus and experience what it is like to be a university student for a day.

Invitations to the Women in Leadership breakfast for central Auckland schools on 29 May have been sent. The focus will be on enterprise and community and alumna Hannah Rhodes will be the guest speaker. An audience of 100 Year 12 Auckland students who show leadership potential and are interested in studying at UC are expected to attend.

UC Open Day registrations, website and event app are all live and being promoted at Liaison first-round visits to schools around the country. At this early stage, 37 students and 120 parents/whānau are registered to attend. Planning has begun for our site at the Christchurch Careers Expo at Horncastle Arena in May.

#### **5.1.7 Retain students**

The average student headcount at the Law and Justice and Commerce Careers Fairs was recorded as up by 17% and 86% in comparison to 2017 and the surveys completed by exhibitors all rate the event as mostly four or five (out of five) as a 'worthwhile exercise' and 'meets expectations' which is excellent feedback. At these events, employers from around the country market themselves to our students for internships and employment after graduation.

#### **5.1.8 Promote UC**

Leveraging our partnerships with the Crusaders and the Student Volunteer Army (SVA) continues with the SVA UCAN programme for Year 12 students under way with 24 attendees, the SVA / UC Big Give had over 800 volunteers and, along with the UCSA club, Cantabs, UC took 700 students to the rugby at AMI stadium.



### 5.1.9 Canterbury University Press - Publications

Pre-press work continued on eight print publications for 2018, one of which (*The Letters of Arthur Prior to Ursula Bethell*) has potential to contribute to PBRF. It is anticipated that CUP will publish another volume in the *Ka Roimata Whenua Series* in association with UC's Ngai Tahu Research Centre later this year. *Beyond Manapouri: 50 years of environmental politics in New Zealand* was completed and is now in press, with delivery estimated for the end of May. Planning has begun for a launch in Wellington where many of the major entities and key players are based. The assessment process for several manuscript proposals was progressed.

There was good coverage of CUP titles in the media. *The Long Dream of Waking: New perspectives on Len Lye* was reviewed in *Art New Zealand* and *Art News NZ*. The book, which was launched in Christchurch in November 2017, was launched in Auckland at the opening of a new exhibition on Lye at the Starkwhite Gallery on 7 February. *New China Eyewitness: Roger Duff, Rewi Alley and the art of museum diplomacy* was reviewed on Southland Radio <http://www.accessradio.org/Player.aspx?eid=071f2f54-a6d7-46a5-8e4b-f648002d4ec2>

An updated reprint of *French Akaroa* is in press. As with *West Coast Walking*, which was reprinted with updates and corrections in January 2018, this is a backlist title that enjoys sustained interest in the local and tourist markets.

The twice-yearly processing of royalty payments is under way.

### 5.1.10 Philanthropic Support: UC Foundation

	<b>Income</b>	<b>Distribution</b>
2017 Year End	\$10.9m	\$8.8m
2018 Target	\$10.5m	\$6.5m
2018 Year to Date	\$0.5m	\$0.2m
Total since 2001	\$74.5m	\$40.0m

	<b>Donors</b>	<b>Gifts</b>
2001 to date	7,614	25, 245
2018 Year to Date	160	125

## 5.2 UCFA (US)

The Foundation is preparing for annual accounts and US tax returns, and the first Board Meeting for the year, March. Meetings and an Alumni reception are being organised in New York in May. Economics graduate Glenn Renwick is visiting campus in March from Florida.

## 5.3 University of Canterbury Foundation

Engagement with University senior management Trustees on a strategic plan for a \$150m fundraising target for 2023 is ongoing. \$75m has been banked to date. \$1.3m of discretionary funding has been awarded to 10 projects submitted by UC, including funding for a 150-year anniversary publication.

The Grant Thornton annual audit sampling was completed in February without issue. Events to engage Auckland-based alumni are progressing. A legacy brochure for 'Partners in Excellence' – for those who leave a bequest to the University in their Will has been completed and is available online at. <http://www.canterbury.ac.nz/uc-foundation/leaving-a-gift-in-your-will/>

Work continues to identify and value possible sponsorship opportunities for UC at the Arts Centre, the UCSA and for Sport & Recreation.

## 5.4 Stewardship

UCF Trustees are continuing to make donor thank you calls which is seeing an uplift in repeat donations. Support for Field Station (Cass) was secured and received by Learning Resources from Graduate Women. Brian and Sue Service from the United States visited the Arts Centre and several supporters of Science were at the opening of the Ernest Rutherford building.

## 5.5 Alumni

A family fun day was held in the Ilam gardens in beautiful weather and was enjoyed by those who attended. Alumni marketing campaign photos and interviews have been completed, with website and advertising to be in market soon. The team is preparing for United Kingdom, United States and Malaysian events later in the year.

## 6. ENABLERS

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

### 6.1 Infrastructure

Please refer to the information included in the appendix.

## 7. Financial Outcomes: (Management Accounts to 28 February 2018)

<b>February 2018</b>	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	57,195	56,995	200	358,865	367,778	8,913
Total Operating Expenditure	55,339	59,279	3,940	366,752	366,335	417
<b>Net Surplus/(Deficit)</b>	<b>1,856</b>	<b>(2,284)</b>	<b>4,140</b>	<b>(7,887)</b>	<b>1,443</b>	<b>9,330</b>
Net Surplus/(Deficit) as a % of Total Operating Income	3.2%	(4.%)		(2.2%)	0.4%	
<b>Capital Expenditure</b>	<b>13,204</b>	<b>30,218</b>	<b>17,014</b>	<b>129,576</b>	<b>129,576</b>	<b>0</b>
<b>Cash/ Short Term Investments/ Short Term Government Stock</b>	<b>316,845</b>	<b>278,658</b>	<b>38,187</b>	<b>165,286</b>	<b>190,563</b>	<b>25,277</b>
<b>Working Capital</b>	<b>194,015</b>	<b>159,220</b>	<b>34,795</b>	<b>55,730</b>	<b>58,080</b>	<b>2,350</b>

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

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

We had been budgeting for an operating **deficit** as at the end of February 2018 of (\$2.284)m, but have returned an operating **surplus** of \$1.856m. This is a favourable variance to budget of \$4.140m.

Capital expenditure is \$17.014m below budget. \$6.727m of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year-to-date budget of \$17.815m. The remaining capital spend (excluding UC Futures), against budget, is favourable by \$5.926m.

### **7.1.1 Cash Flow**

The February 2018 cash position of \$316.845m is higher than budget by \$38.187m due largely to higher than expected balances at 31 December 2017, additional cash received related to free fees, lower operation 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, has 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.

### **7.1.2 Working Capital**

Working capital<sup>1</sup> of \$194.015m at 28 February 2018 is \$34.795m more than budget, mostly due to the higher cash balance explained above and higher other current assets, partially offset by lower other current assets.

## **8. COLLEGE SUMMARIES**

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

Enrolments are up across the College of Arts, with increases in new domestic students promising a strong pipeline for growth. Of particular note is a 37% increase in new domestic EFTS for Aotahi—School of Māori and Indigenous Studies, and a doubling of new students in Music performance. Our two new degrees, the Master of Writing and the Master of Strategic Communication, have 27 students between them, a pleasing beginning as we look to build on these inaugural years with focused marketing campaigns. The Bachelor of Communication, proposed for 2019, is making its way through the required stages for feedback and approval, with positive support so far from SMT and the College.

---

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

Research activity is strong. The PBRF exercise is in its final stages, and thanks and credit go to our PBRF advisors, who have worked tirelessly to ensure every portfolio is of the highest standard. There were a good number of Marsden applications submitted this year, and the College has committed resource to support to any applicants who make it to the second round. Planning is well under way for major international conferences in 2019 and 2020 in the areas of Human Animal Studies and Music Composition. Distinguished Professor Jack Copeland has been awarded the Barwise Prize for significant and sustained contributions to areas relevant to philosophy and computing by the American Philosophical Association. The Kōrero Aotearoa proposal, led by Professor Jennifer Hay, for a new Centre of Research Excellence in 2019, is one of two proposals across UC to be seed funded to further develop a competitive proposal for TEC bidding. Professor Bronwyn Hayward is playing a lead role in hosting the Intergovernmental Panel on Climate Change (IPCC) in Christchurch at the end of March, involving 120 world leading climate researchers working on the issue of Landuse and Climate Change.

The success of our location at the Arts Centre, with its numerous concerts, public talks and events, and the thousands of visitors through the Teece Museum, speaks to the value of an active community-facing Arts College.

The success of these engagement activities has, in turn, strengthened our commitment to connecting our teaching and scholarship with our wider community, and to developing in our student's creative intelligence, social intelligence and cultural intelligence as key attributes for meeting the major challenges of the twenty-first century.

More examples of the wide range of scholarly and cultural activities undertaken by the College are listed in our weekly newsletter, Arts Update, available at the following link:

<http://www.canterbury.ac.nz/arts/arts-news/archive/arts-update/>.”

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

For the fourth year running, the College has experienced increased domestic and full-fee student enrolments across all major programmes. International student enrolments in particular are significantly higher than last year, especially in the professional taught, postgraduate level Executive Development Programmes. To support this growth in student numbers, the College has recently welcomed several, new, academic staff in Commercial Law, Law and Technology, Innovation and Entrepreneurship, Management, and Information Systems; recruitment is also ongoing for two new academic roles in Finance.

These new colleagues have brought with them fresh energy and new areas of teaching and research expertise to support the development of new, innovative, industry relevant courses and academic programmes. Thus, colleagues in the Business School are currently preparing new, undergraduate and taught post-graduate level courses, pathways and programmes in two key areas: Innovation and Commercialisation; and Tourism Marketing and Management. Consistent with the School's strategic plan and the UC graduate profile, staff are collaborating closely with colleagues in other Colleges in order to ensure these new Business School offerings, to be introduced from 2019, are industry-relevant, experiential in nature and accessible to a wide range of students, including those completing a BSc or BA degree qualification.

In similar vein, Associate Professor Jędrzej Bialkowi has been leading a number of initiatives to ensure that the UC Trading Room is a truly UC-wide resource to support ‘hands on’ student learning. Since the opening ceremony in October 2017, the UC trading room has become a well-used teaching and research resource. It has also helped UC to foster stronger engagement with the finance industry, which is keen to connect with UC students and graduates. During the last three months, the Trading Room has run more than 20 training sessions for UC staff and students. This year, students studying seven or more different UC Finance courses will use this facility as part of their course. The UC Trading Room has also proved popular for extra-curricular and School outreach events. In November 2017 alone, 305 students were registered and involved in such events. Upcoming events include two investment competitions sponsored by the finance industry, an external speaker series and a ‘Women in Finance Symposium’ scheduled for May.

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

Around 900 first year students (Engineering, Product Design and Forestry) attended Orientation Day on 16 February, which included the PVC Welcome, Deans presentation (academic and support information), tours of departments and campus tours. Next year, we hope to run two sessions back-to-back to accommodate all the students, as space was limited this year.

The Core building is being used by more students than ever, and more events are taking place. Coupled with the recent return of the Mechanical and Civil and Natural Resource (CNRE) wings to the College, we are now benefitting from the investment in our facilities – though there are still some challenges.

Small parts of Chemical and Process Engineering and Electrical and Computer Engineering are not yet fully functional, and staff are working hard to move back into CNRE and Mechanical and get them fully operational, which has been very challenging during term time as teaching must also take place.

Since the beginning of 2017 we have welcomed no less than 15 new academic staff and two new senior tutors into the College, the vast majority of whom occupy brand new roles. This is in response to our considerable growth in the last four years, which has led to much bigger classes and new courses. New initiatives such as flipped classrooms and double streaming have been implemented to protect the student experience.

The first event for the new Intermediate year student SEE (Schedule of Engineering Events) was held on 1 March in the Core Atrium. Over 350 Intermediate students registered and it was a lively and fun evening hosted by the new Dean (Intermediate) Professor Philippa Martin with the Student Advisors providing answers to various questions. Students also completed a memento for the “time capsule” which consisted of a small questionnaire and a photo, and they will have this memento returned to them on their graduation in 2021. The second of the eight events is Thursday 15 March, and this will be hosted by the student societies.

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

On 14 March, more than 100 guests from across the education and health sectors gathered in the Undercroft to join the staff of the College and other UC colleagues in celebrating the launch of the new joined to celebrate the launched the new UC Child Well-being Research Institute. Led by co-directors Professors Gail Gillon and Angus Macfarlane, the aim of the institute is to advance high quality, multidisciplinary research to enhance the learning success and healthy well-being of children and young people. The focus is holistic, including research related to infants, children and adolescents within the context of their whānau, family and community.

In marking this milestone for UC, Chancellor Dr John Wood and the Hon. Ruth Dyson spoke to the importance of the establishment of the Institute, and the potential it holds to enhance the lives of children and their whānau, and contribute widely to the well-being of communities across Aotearoa New Zealand. Underpinned by the premises of Vision Mātauranga, the Institute will be a leader in developing and using culturally responsive research practices to develop a strengths-based discourse around child development, health and wellbeing that speaks to the context of Aotearoa, New Zealand.

In 2017 the Education Council for Aotearoa New Zealand embarked on an ambitious agenda of re-envisioning Initial Teacher Education (ITE) within the context of a ‘whole of system’ approach. In support of this agenda, it has established the ITE Advisory Group, to provide specialist advice and guidance on shaping a future-focused ITE system. It has sought our advice and experiences regarding effective practices of our teacher preparation programmes, and Prof Letitia Fickel has been appointed to the Advisory Group.

With the lease for Te Papa Hauora/Health Precinct confirmed, we are now moving forward with our planning for this exciting collaborative space. Staff in the School of Health Sciences will be working with the Head of School and College Executive to finalise the fit-out of the space, and identify our initial plans for activities and utilisation of this key teaching and research facility.

Although our shift to Rehua has been delayed, we continue our collaborative planning regarding how best to leverage the new teaching innovations opportunities and work space features. We are also working closely with the Library team to ensure that while we remain on Dovedale campus, that our staff and students have access to librarian expertise, and easy access to study spaces and teaching and research resources.

With the date of our decant to a completed Rehua building unconfirmed, we are also working closely with the central Timetabling and Learning Resources teams to develop contingency plans for Semester Two.

## **8.5 College of Science (Te Rāngai Pūtaiao)**

The highlight of the last month has been the formal opening celebration of the Ernest Rutherford building on 15 February, with Prime Minister the Right Hon. Jacinda Ardern, Mayor Leanne Dalziel, Minister Megan Woods, MP Duncan Webb, and Professor Mary Fowler, Ernest’s great grand-daughter amongst the honoured guests. What an afternoon: it was a truly lovely occasion, with science displays, fireworks, music, lots of chats, and – given that the PM was here – a few selfies thrown in. The mihi whakatau from Te Upoko o Ngāi Tūāhuriri, Professor Te Maire Tau, was a fabulous opening welcome to our VIPs, and Te Maire presented the Prime Minister with a pounamu on behalf of mana whenua which she donned straight away. We presented her with a ‘UC Future Student’ infants onesie, which also appeared well received. Highlights include seeing all of the energy in the building; the science displays by our staff; the moment when the Prime Minister expressed her admiration for the ‘adult children’ – as she put it – who would be working in the building as her way of acknowledging the natural curiosity that is so much part of being a researcher; seeing Mary Fowler handling the original Nobel Prize Medal won by her great grandfather, and hearing Mary’s more personal stories of Ernest, including his role in evacuating Jewish scientists from Nazi Germany: a role model indeed.

We are now beginning to operate in the building. There are of course some minor snags to resolve – which are rendered more complex in their solution by the Fletcher’s situation. But the feedback about teaching and learning, and about interdisciplinary ‘happenstance’ conversations is incredibly positive – and we have only just begun.

We are pleased with our EFTS so far this year, which has met our budgeted EFTS – and we continue to have our eyes on the goal of securing more.

## **9. Conclusion:**

The 2018 year is pivotal in the post 2010-2011 recovery of UC, given it is the last year of guaranteed SAC funding from the Crown funding agreement. The significant (but on budget) increase of students numbers in our 2018 enrolments is a clear sign that we are doing the right things to recruit and retain students, which is providing confidence both within and outside of the University that we are on a trajectory of recovery. I would like to take this opportunity to thank all involved in the 2018 enrolment. I sincerely believe, that improved enrolment processes, better collaboration between Colleges and Students Services, new degree programme offers and the first benefits of the new “Student First” programme have all played their part. It is gratifying to know UC essentially made offers to the vast majority of students applying to UC within two days of receiving their NCEA results. Similarly, I can report that 99.5% of all UC hall beds are filled in the first week of teaching. Expanding student numbers and lack of student beds are a good problem to have, but will require inventive ways of accommodating and teaching the planned increase in students.

The establishment of the new “Child Well-being Research Institute”, continued successes in external research income awards, the potential development of other research centres, academic development of new degree programmes that will come on stream in 2019 and 2020, and a university-wide discussion and action on improving QS rankings, all point to UC being in a pivotal year where the University can refocus its energy on teaching and research.



## **10. Appendices**

### **10.1 Appendix 1: Building Update**

#### **Overall**

UC Futures projects, namely RRSIC Stage One and CETF, were both occupied and largely operational by the commencement of teaching in February 2018 as planned. The number of tradespeople on campus has stabilised at about 300 with large projects now supplemented by a number of small to medium size projects increasing activity. Work is continuing safely on all sites with no major injuries being reported, once again, for the last period.

#### **Campus Construction Safety Group**

The Campus Construction Safety Group continues to meet and is focussing on the construction projects, noting that the membership of the Contractor Round Table Forum has changed as the Capital Works projects have changed in number and scale. Rehua continues to provide considerable challenges in managing on-site H&S practice. This project has an average of 200 tradespersons on site with most involved in internal fit-out works thus creating extremely busy and congested work fronts. All site teams continue to demonstrate good H&S practice but the transference of responsibility at the personal duty of care level remains a constant challenge for site managers.

The Campus Safety Group continues to focus the UC team and contractors on the additional on campus safety risks that have now re-emerged as the students returned to campus over recent weeks. Cartage of large volumes of materials off campus will now increase large vehicle movements as demolition of the existing von Haast building is about to commence in March 2018 and, by necessity, will impact on the main campus central corridor adjacent Matariki and the Puaka-James Hight buildings. Noise management and the necessary communications management during the demolition phase of von Haast will be challenging for both the contractor and surrounding building occupants.

#### **Current Building Status**

##### **Key Progress this month:**

##### **Major work**

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

##### **RRSIC Stage One (Ernest Rutherford)**

The Construction Programme currently forecasts Practical Completion (PC) date as 21 April 2018.

Programme delay is largely due to delays in completion of commissioning of services and completion of outstanding defects. Occupation for UC commenced in late November, moving the teaching laboratories equipment first with teaching spaces completed and operational before commencement of teaching in February 2018.

On-site works are as follows:

- Defect rectification
- Final commissioning processes



Teaching commenced at the start of Semester One with only minor issues experienced. Establishment of research facilities continues to be phased into the building, as relocation for some groups is less critical than others. Current temporary facilities allow continuance of some research activity. Complexity of establishment of research equipment into the new building requires extended periods of time to complete. Completion of outstanding defects, some outstanding non-critical works and provision of all final documentation, including O&M manuals, has caused predicted delay in Practical Completion being awarded. Some of these dependencies will now be frustrated by UC's occupancy and use of the building, hence the current forecast Practical Completion date remains at late April 2018.

### **RRSIC Stage Two (Beatrice Tinsley)**

Asbestos still continues to be a major issue with the new code requirements on clearance testing that came into force in November 2016, presenting a major impact on programme. Contractor mitigation plans for the demolition sequence can only rescue some of the delay. Initial indications show a completion of the project will be some 15 weeks later than the original program, now shifting to early May 2019. This is largely as a result of not being able to clean the underside of the concrete floor of asbestos due to a surface coating which required a difficult, costly and protracted process to address. The removal of the contaminated floors is now 90% complete and hard demolition of the north end started in early March, with demolition anticipated to be complete by the end of April.

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

#### **Tranches One and Two**

Practical Completion was awarded to the remaining parts of Tranche Two on 9 February. An agreed list of deferred works and remaining defects is being progressed in a satisfactory manner. The Final Account is due in mid-March.

#### **Link Building Reclad**

Practical Completion was awarded on 14 February. The Final Account has been agreed and the project will be closed out by the end of March.

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

- On site sub-contractor resource levels at end of February are averaging 200 on-site workers per day.
- The most recent program received from Hawkins - has not been approved by the Engineer to Contract. The proposed Practical Completion date currently presented by Hawkins is 14 May 2018 (Code Compliance and occupancy 21 June 2018).
- Storage of FF&E has been arranged in containers on Dovedale campus until the building is ready for occupancy.
- Progress is being monitored weekly by TPO with a report copied to UC and Hawkins.
- Whilst the project is currently on budget, the major budget risk is continued programme delay.
- Completion of the external façade remains a critical programme risk with numerous unresolved quality issues. Hawkins has responded by exercising direct control over the façade subcontractor labour, engaging additional management resource and improved planning.
- UC contingency plans for delayed occupancy are progressing in conjunction with the Colleges and the UC Timetabling team, given the lack of progress against the current program.
- Façade tiles are 70% complete and façade glazing is 95% complete.
- Fit-out works are proceeding behind schedule across the North and South buildings. Second fix fit-out work is near completion in both building wings with painting and floorcoverings progressing where spaces are complete.

- An independent H&S audit in February identified some areas for improvement. The general standard of housekeeping and PPE compliance has improved considerably over previous reports. Minor hand injuries have increased as a result of the different work in progress during the fit-out stage.
- TPO is implementing specific works stream management in collaboration with Hawkins to support an efficient closeout of the construction works.

### **Other Buildings/ Projects**

#### **UCSA**

- Delays are currently expected as a result of the lack of design completeness and coordination. The full impact of this, with recommended mitigation and acceleration measures, are still being developed in conjunction with the contractor and will be better understood by the team when the contractor lodges another updated program in early March 2018.
- The mechanical services design of the building is the current critical weakness within the project and the project and Capital Works management team is actively working to address this with appropriate measures.
- The Wellness Precinct Infrastructure works is nearing completion with the Health Centre, sub-station and major disruptive areas of works completed before commencement of Semester One. The reinjection bore is the only significant infrastructure component left to be constructed.
- The UCSA fit-out design and procurement strategy is under way and progressing on track and within budget.

#### **Logie and Locke refurbishment**

- It has taken slightly longer than planned to agree the final layout of the building with College of Arts' agreement on the layout of all floors expected before mid-March 2018. Some final details are required to complete the design and the quantity surveyor's estimate can then be finalised.
- The project will go to tender in March.
- UC are advised building consent will be granted by CCC by 8 March 2018.

#### **Upgrade of Existing Residential Halls**

- CLV has confirmed it is willing to shorten student contracts to allow the required access period for Cannon Hall to be further strengthened in the 2018/19 summer period.
- Investigations were undertaken in the 2017/18 summer to enable works to be designed, costed and planned to inform the development of a Business Case later this year.

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

- The Warehouse Lecture Theatre Project is now completed with CPU provided, as planned, before the start of teaching in February 2018. The Lecture Theatre portion of the project is now in full use.
- The current total project budget estimate is that the project is currently forecasted to be within the approved Business Case budget.
- A variation to the contract was established to include the Sports Labs required under the recently approved Clearing the Villages Business Case with early works already under way. The detailed design for this is expected to be completed in March 2018 with works completed and the respective Village units vacated before June 2018.

### **Alice Candy Refurbishment for UCIC**

- The refurbishment of the Alice Candy building is well under way and is planned to be complete by early May 2018. The building will be ready in advance of the planned decant from Kirkwood Village in late May 2018.
- The project is currently forecasted to be within the approved Business Case budget.

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

- Procurement of a funding partner for future Student Accommodation (ITPD).
- Communication Disorders relocation.
- College of Business and Law growth/accommodation planning.
- Next stage of Recreation Centre Business Case.
- Implementation of Clearing the Villages project phases.
- New Learning and Teaching Spaces planning for 2018/2019.
- Kaikoura Field Station Business Case.

## 10.2 Appendix 2: Upcoming Events Calendar

Date	Time	Venue	Event name	Key goal
Saturday 23 March	7.35pm	AMI Stadium, Christchurch	Crusaders v Bulls	Promote
Tuesday 27 March	9am - 1pm	Undercroft 101	SVA UCan programme for Year 12 students - Part 4 of 4 (Reflections)	Promote
Sunday 1 April	12.30am	Johannesburg	Lions v Crusaders	Promote
Saturday 7 April	9.40am	Buenos Aires	Jaguares v Crusaders	Promote
Tuesday 10 April	9.30am - 2.30pm	Ilam campus	Discovery Day   (Te) Rā Tūhura	Recruit
Friday 13 April		Drawing Office & Meeting Rm 1 Eng Core	Green Grid Conference	Conference
Monday 16 April	3 - 6pm	RRSIC & Engineering Core	Science and Engineering Public Open Day	Recruit
Monday 16 April	5 - 7pm	RRSIC & Engineering Core	Science and Engineering Industry event	Engage
Tuesday 17 - Thursday 19 April		North Arts Lecture Theatres	UC Possibilities	Recruit
Wednesday 18 April	10am	Horncastle Arena, Christchurch	Graduation: College of Engineering	Promote
Wednesday 18 April	2pm	Horncastle Arena, Christchurch	Graduation: College of Education, Health & Human Development, College of Business & Law	Promote
Friday 20 April	10am	Horncastle Arena, Christchurch	Graduation: College of Arts, College of Science	Promote
Saturday 21 April	7.35pm	AMI Stadium, Christchurch	Crusaders v Sunwolves	Promote
Wednesday 25 April	TBC	TBC	UCSA Anzac Day	Retain
Thursday 26 April	11.30am - 2.30pm	Undercroft Common Area	Volunteering Expo	Retain
Saturday 28 April	9.45pm	Canberra	Brumbies v Crusaders	Promote

### 10.3 Appendix 3: VC & Acting VC Activities

<b>Past</b>	
1 March 2018	<ul style="list-style-type: none"> <li>• Attended the New Zealand China Council Lunch</li> </ul>
2 March 2018	<ul style="list-style-type: none"> <li>• Hosted the UCSA Exec 2018 dinner at my home</li> </ul>
3 March – 17 March 2018	<ul style="list-style-type: none"> <li>• Travelled to India, Vietnam, Malaysia and Singapore for University business</li> </ul>
7 March (Acting VC)	<ul style="list-style-type: none"> <li>• Spoke at the 2018 Entre Grand Launch</li> </ul>
9 March (Acting VC)	<ul style="list-style-type: none"> <li>• Spoke at a recruitment/ careers advisors event in Wellington</li> </ul>
14 March (Acting VC)	<ul style="list-style-type: none"> <li>• Attended the Child Wellbeing Institute Launch</li> </ul>
21 March 2018	<ul style="list-style-type: none"> <li>• Spoke at a UCSA Forum</li> </ul>
22 March 2018	<ul style="list-style-type: none"> <li>• Spoke at the inaugural Meeting of UC Culture Leaders</li> <li>• Attended School of Product Design Official Opening Function</li> <li>• Hosted dinner following School of Product Design Opening</li> </ul>
23 March 2018	<ul style="list-style-type: none"> <li>• Visited Communication Disorders Department</li> </ul>
<b>Future</b>	
1 April – 14 April 2018	<ul style="list-style-type: none"> <li>• Travelling to Japan and China on University business</li> </ul>
18 April 2018	<ul style="list-style-type: none"> <li>• Attending UC Graduation for College of Engineering, College of Education, Health and Human Development and College of Business and Law</li> <li>• Attending Geospatial Research Institute Board Meeting and Dinner</li> </ul>
19 April 2018	<ul style="list-style-type: none"> <li>• Attending Celebration for Māori Graduands and Graduates</li> <li>• Attending International Graduation morning tea</li> <li>• Attending Graduation Dinner</li> </ul>
20 April 2018	<ul style="list-style-type: none"> <li>• Attending UC Graduation for College of Arts and College of Science</li> </ul>

## 10.4 Enrolment Table

	Headcount										EFTS Actual Enrolment		EFTS								
	Applications to Enrol										Enrolments (10/03/2018)		Full Year Enrolled								
	ATE Enrolment Week: 24 (10/03/2018)										2017	2018	Actual	2013	2014	2015	2016	2017	Actual	Forecast (as at Feb)	2018
	2013	2014	2015	2016	2017	2018	2017	2018	2017	2018	2017	2018	2013	2014	2015	2016	2017	2018	2018	2018	
<b>Domestic 1st Year</b>	3,538	3,929	4,087	4,639	4,945	5,126	3,047	3,356	3,047	3,356	2,886	2,922	2,974	3,254	3,262						
<b>Returning</b>	9,142	8,861	8,700	8,741	9,070	9,367	7,753	7,955	7,753	7,955	8,495	8,245	8,079	8,104	8,409						
<b>Total</b>	12,680	12,790	12,787	13,380	14,015	14,493	10,799	11,311	10,799	11,311	11,381	11,167	11,053	11,358	11,671	12,271					
<b>Full Fee 1st Year</b>	1,282	1,977	2,203	2,939	3,030	3,396	551	714	551	714	304	336	445	607	744						
<b>Returning</b>	524	512	494	612	795	944	601	723	601	723	495	439	434	527	674						
<b>Total</b>	1,806	2,489	2,697	3,551	3,825	4,340	1,152	1,437	1,152	1,437	799	775	878	1,134	1,418	1,738				1,529	
<b>Total</b>	14,486	15,279	15,484	16,931	17,840	18,833	11,951	12,748	11,951	12,748	12,180	11,943	11,931	12,492	13,089	14,010				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 groups them with Domestic Students.

Report to the Council from a meeting of the  
Finance, Planning and Resources Committee  
held on Monday 19 March 2018

The Committee recommends:

1. Quarterly Capital Expenditure Report

***That: Council note the Quarterly Capital Expenditure Report to 31 December 2017.***

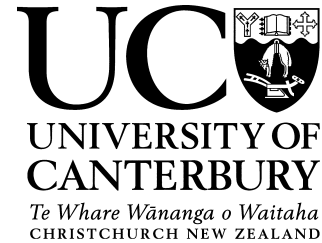
Ms Catherine Drayton  
**Chair**  
**Finance, Planning and Resources Committee**

21 March 2018





# Memorandum | Pukapuka



## Financial Services | Te Ratonga Ahumoni

Office: 6th Floor, Matariki  
Extension: 93454  
Email: [keith.longden@canterbury.ac.nz](mailto:keith.longden@canterbury.ac.nz)

To:	Ki:	Council
CC:	Tārua:	-
From:	Nā:	Keith Longden
Date:	Rā:	22 March 2018
Subject:	Kaupapa:	31 December 2017 quarterly capital expenditure report
Purpose:	Aronga:	For information

I attach the Quarter 4, 31 December 2017 capital expenditure report.

The report shows continuing progress on many projects, but with underspend against the 2017 capital budget of \$39.954 million. Increased expenditure in RRSIC and CETF projects has been experienced as expected, but while Rehua activity and expenditure is increasing the project is not advancing as hoped. Other projects are also not expected to meet original budgets for this year.

Positively, RRSIC Stage 1 and the final work on the CETF is close and next quarter should see the near-completion of these two significant projects.

### Recommendation:

For information.

Ngā mihi,

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

**Quarterly Capital Projects Report**

**FINANCIAL SERVICES**

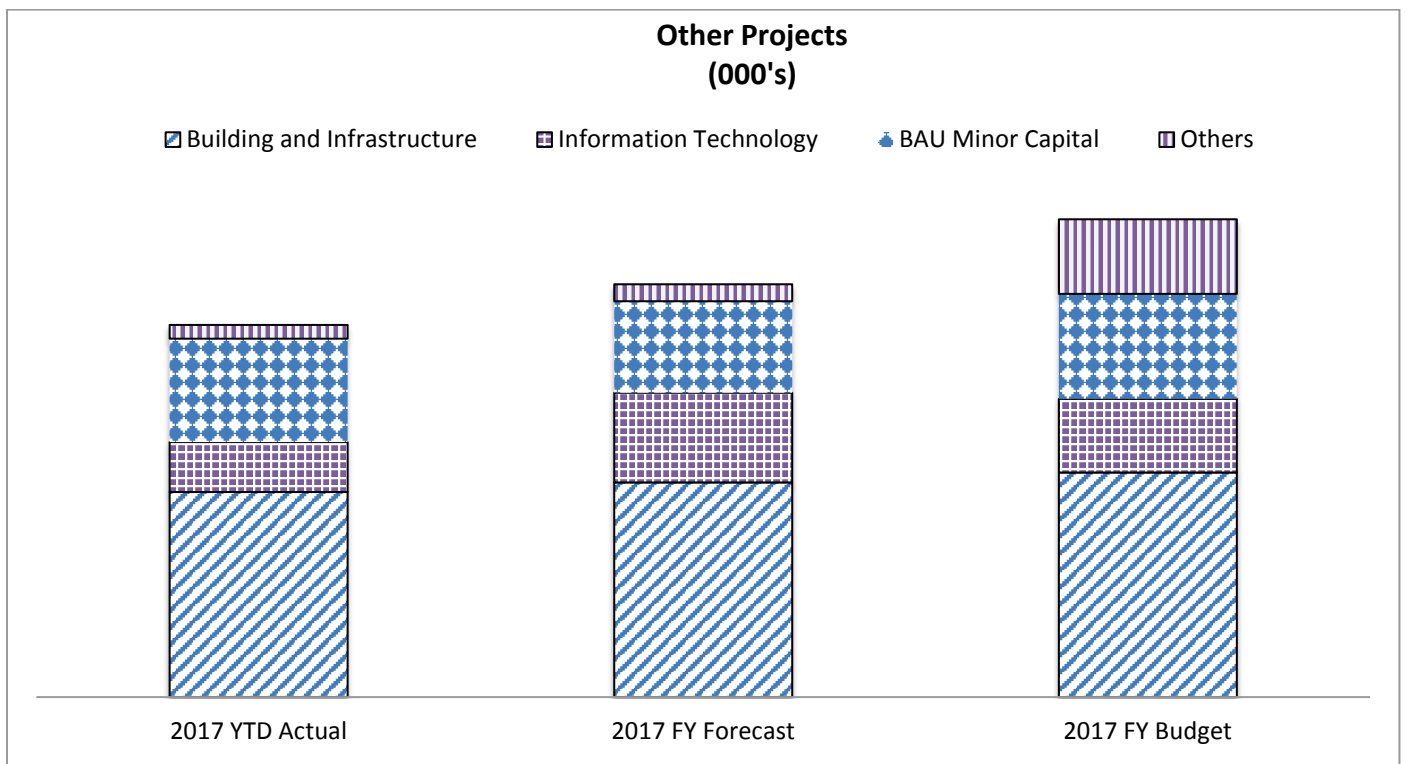
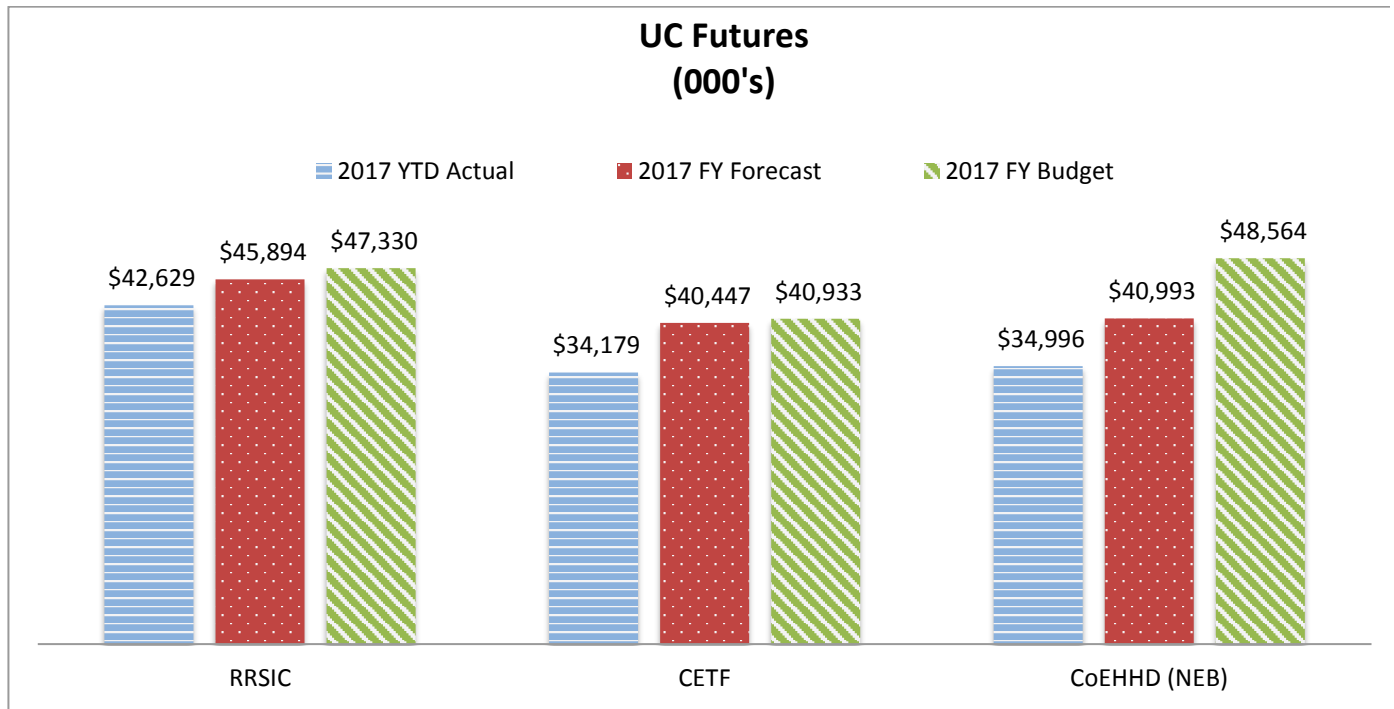
**December 2017**

Prepared by:	Chu May Chan and Project Managers
Prepared for:	Keith Longden
Date:	22 March 2018
Version:	1.0

## Contents

<b>EXECUTIVE SUMMARY .....</b>	<b>4</b>
<b>CAPITAL PROJECTS – IN FLIGHT (EXCLUDING UC FUTURES PROJECTS).....</b>	<b>6</b>
<b>5 YEAR FORECAST .....</b>	<b>6</b>
<b>CLOSED PROJECTS .....</b>	<b>7</b>
<b>POST IMPLEMENTATION REVIEWS .....</b>	<b>7</b>
<b>UC FUTURES .....</b>	<b>8</b>
<b>ANNEX 1 – DETAILED PROJECT FINANCIALS .....</b>	<b>9</b>

# Executive Summary



Other Projects - Category	2017 YTD Actual	2017 FY Forecast	Category % of Total Forecast	2017 FY Budget
Building and Infrastructure	24,562	25,708	52%	26,892
Information Technology	5,968	10,729	22%	8,813
BAU Minor Capital	12,361	10,959	22%	12,548
Others	1,656	2,029	4%	8,960
<b>TOTAL</b>	<b>44,547</b>	<b>49,425</b>		<b>57,213</b>

### Overall position – UC Capex

The reconciliation to the 31 December 2017 monthly report is as follows:

\$ Capex	2017 YTD Capex Actual	2017 YTD Capex Budget	2017 FY Capex Budget as per SMT Report
<b>UC Futures</b>	111,803,990	139,093,026	139,093,026
<b>Other Projects</b>	44,547,196	57,212,601	57,212,601
<b>Colleges + Service Units</b>	9,873,156	9,674,261	9,674,261
<b>Total</b>	<b>166,224,342</b>	<b>205,979,888</b>	<b>205,979,888</b>

\* *UC Futures includes RRSIC, CETF and Rehua*

### Overall position – Capital Projects (excluding Colleges and Services Units)

	2017 YTD Total Project Actual a = b+c	2017 YTD Opex Actual b	2017 YTD Capex Actual c	2017 YTD Capex Budget d	2017 YTD Capex Variance e = d-c	2017 Budget f	% of Budget Spent	% of Yr elapsed	Notes
UC Futures	120,202,324	8,398,334	111,803,990	139,093,026	27,289,036	139,093,026	80.4%	100.0%	1
Other Projects	48,840,998	4,293,802	44,547,196	57,212,601	12,665,404	57,212,601	77.9%	100.0%	2
<b>Total</b>	<b>169,043,322</b>	<b>12,692,136</b>	<b>156,351,186</b>	<b>196,305,627</b>	<b>39,954,440</b>	<b>196,305,627</b>			

#### Notes:

- At the end of Quarter four, the three UC Futures Projects are \$27.3M behind YTD budget (Q3 was \$26.8M). The RRSIC had an average monthly spend of \$1.4M in Quarter four compared to \$0.4M that was budgeted. CETF had a negative average monthly spend of (\$0.5M) due to high a number of large reversals of accruals, compared to an average monthly budget spend for Quarter of \$0.1M. Rehua had an average monthly spend of \$1.7M in Quarter four compared to the \$2.1M budgeted.
- Quarter four spend on other projects have been \$12.7M under budget (Q3 was \$14.6M behind YTD budget). Some of the projects have not progressed as quickly as was anticipated during 2017 budget cycle, i.e.: UCSA Redevelopment, Arts Precinct – Locke & Logie.
- Colleges and Service Units' actual spend are \$0.2M over the annual capital spend budget. This is mainly due to the unbudgeted receipts of donated items for the Logie Collection and unbudgeted assets purchased with research grant funding.
- Minor capital sectors (Library, Engineering Services and Campus Services) are slightly under the annual capital spend budget. In addition, ITS has delayed a few projects until further years.

## Capital Projects – In flight (excluding UC Futures projects)

Capital Projects Open \$000's	YTD Capex	Total Project						Full year (2017)		
		KPI*	Project To Date	Forecast Total Project Cost	Total Approved Project Budget	Variance	Contingency	Forecast Project Cost	Budget	Var
<b>Top Projects</b>										
1 Student First Programme	1,777	Green	2,769	21,800	21,800	-	-	6,046	4,000	(2,046)
2 Electrical Link (EN17)	20	Green	7,788	8,013	8,716	702	180	229	234	5
3 Electrical Link (EN17) - Recladding	3,961	Amber	4,451	5,542	5,491	(51)	857	5,008	4,891	(117)
4 Art Centre	976	Green	4,447	4,481	4,552	70	163	1,041	842	(199)
5 UCSA Demo	3	Green	1,811	1,799	2,193	394	183	177	64	(113)
6 UCSA Building	2,971	Green	3,895	27,945	27,945	-	400	5,374	8,191	2,817
7 Dovedale Accommodation Stage 1 (Sononda Extension)	5,567	Green	5,660	10,196	10,253	57	523	9,926	9,015	(911)
<b>Buildings and services</b>										
8 CWRK UN00 Te Papa Hauora (Health Precinct)	10	Green	180	1,611	1,611	-	53	82	82	-
9 UC Wellness Precinct Infrastructure	539	Amber	613	3,511	3,437	(74)	435	1,674	500	(1,174)
10 Art Precinct - Locke & Logie	449	Green	459	7,195	7,195	-	343	674	3,073	2,399
11 Warehouse Conversion / Lecture Theatre	127	Green	165	4,100	4,100	-	8	1,758	-	(1,758)
12 Other (Building Retentions and Accruals)	140		1,020	855	140	(715)	10	(105)	-	105
<b>Technology and Business</b>										
13 Skype for Business	289	Green	1,377	1,500	1,584	85	84	496	547	50
14 PeopleSoft v9.2 Upgrade	1,210	Green	1,337	1,618	1,850	232	325	1,505	783	(722)
15 Online Experience Phase 3	326	Green	1,201	1,758	1,891	132	210	1,272	1,241	(32)
16 Lecture Capture	183	Green	196	462	475	13	76	451	500	49
17 Identity Access Management	166	Green	166	620	1,456	836	243	620	1,743	1,123
<b>Total Open Projects</b>	<b>18,588</b>		<b>37,369</b>	<b>103,007</b>	<b>104,688</b>	<b>1,681</b>	<b>4,092</b>	<b>36,230</b>	<b>35,705</b>	<b>(524)</b>
18 Minor Capital	8,020		12,537					11,368	12,548	1,180
19 Closed Projects - Prior Years	1,105		212,681					1,129	1,960	830
20 Approvals in Principal	(197)		2,542					1,725	7,000	5,275
<b>Total Project</b>	<b>27,516</b>		<b>265,129</b>					<b>50,452</b>	<b>57,213</b>	<b>6,761</b>

### KPI - Traffic Light

Green: Below Total Approval

Amber: Within 5% of Total Approval

Red: 5% + above of Total Approval

## 5 Year Forecast

Capital Projects Open \$000's	Total Project Forecast						
	Prior Years	2017	2018	2019	2020	2021	Total
<b>Top Projects</b>							
1 Student First Programme	-	6,974	5,706	6,139	2,981	-	21,800
2 Electrical Link (EN17)	7,784	179	-	-	-	-	7,963
3 Electrical Link (EN17) - Recladding	490	5,024	43	-	-	-	5,557
4 UCSA Building	904	5,828	19,587	1,626	-	-	27,945
5 Dovedale Accommodation Stage 1 (Sononda Extension)	54	9,436	637	-	56	-	10,182
6 Clearing the Villages	-	70	-	-	-	-	70
<b>Buildings and services</b>							
7 Co-location of Communication Disorders	35	38	-	-	-	-	73
8 CWRK UN00 Te Papa Hauora (Health Precinct)	114	90	1,388	26	-	-	1,618
9 UC Wellness Precinct Infrastructure	64	2,013	1,901	66	-	-	4,044
10 Art Precinct - Locke & Logie	-	633	5,476	1,086	-	-	7,195
11 Warehouse Conversion / Lecture Theatre	-	2,213	1,814	-	-	-	4,027
12 New Teaching Spaces	-	-	-	-	-	-	-
13 Other (Building Retentions and Accruals)	855	-	-	-	-	-	855
<b>Technology and Business</b>							
13 Lecture Capture	8	443	(68)	-	-	-	383
14 Identity Access Management (Stage 1 & 2)	-	428	-	-	-	-	428
<b>Total Open Projects</b>	<b>10,310</b>	<b>33,368</b>	<b>36,482</b>	<b>8,943</b>	<b>3,037</b>	<b>-</b>	<b>92,141</b>
15 Minor Capital	33,119	10,959	-	-	-	-	44,078
16 Closed Projects - Prior Years	216,701	4,914	80	-	-	-	221,695
17 UCSA Demo	1,622	184	-	-	-	-	1,806
18 Approvals in Principal	2,542	0	-	-	-	-	2,542
<b>Total Project</b>	<b>264,294</b>	<b>49,425</b>	<b>36,563</b>	<b>8,943</b>	<b>3,037</b>	<b>-</b>	<b>362,262</b>

## Closed projects

Capital Projects Closed in 2017 \$000's		Project	Total Project				Total Approved	Total Capitalised Project to Date
			Actual Costs	Approved (Excl. Contingency)	Variance	Contingency		
<b>Closed Projects</b>								
1	Art Centre	B1846	4,448	4,389	(59)	163	4,552	4,392
2	Kirkwood Hall (Student Accommodation)	B1848	2,850	2,567	(283)	384	2,951	2,673
3	RIMS - Symplectic Elements	L0261	397	518	122	73	591	378
4	Skype for Business	L0180	1,453	1,500	47	84	1,584	1,058
5	PeopleSoft v9.2 Upgrade	L0262	1,444	1,525	81	325	1,850	1,332
6	Online Experience Phase 3	L0264	1,522	1,681	159	210	1,891	687

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

## Post Implementation Reviews

A programme of reviews for 2017 was approved by the Audit and Risk Committee in May 2017. The following table summarises the progress of PIRs endorsed by the Audit and Risk Committee. There are no changes from last quarter for reviews of buildings and IT projects.

Review order	Code	Description	Reason for priority	PIR progress
1	B1794	Geography staff	Size, risk	PIR in progress
2	B1848	Kirkwood Hall	First complete non-earthquake remediation project.	PIR report provided to ARC in October 2017
3		Single themed review – benefits realisation and management	Understanding current practice at UC.	Planning in progress.
4	B1734	CETF	Included in UC Futures plan	TBC - Project not yet completed.
5	B1857	Electrical link (and recladding)	Size, risk	TBC – Postponed to commence after completion of recladding.
6	B1493	Relocation of CoEHHD	Size, risk	TBC - Project not yet completed.

## UC Futures

The original business case forecasts are shown below.

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

\* Detailed Business Case approved in January 2014

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

\* Detailed Business Case approved in January 2014

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

\* Stage 1 Business Case approved in December 2014

### UC Futures Projects Financial Summary

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

Capital Projects Open \$000's	YTD Capex	Total Project							Full year (2017)		
		Project To Date	Forecast Total Project Cost	Total Approved Project Budget	Variance	Contingency	Total Approved	Forecast Project Cost	Budget	Var	
<b>RRSIC</b>											
Rutherford Regional Science and Innovation Centre	42,629	178,349	222,184	216,000	(6,184)	11,820	216,000	50,094	47,330	(2,764)	
<b>CETF</b>											
Canterbury Engineering the Future	34,179	156,812	162,464	163,500	1,036	5,350	163,500	42,147	40,933	(1,214)	
<b>Rehua</b>											
College of Education, Health and Human Development Relocation Project	34,996	65,455	78,578	79,332	754	4,400	79,332	41,568	48,564	6,996	
<b>UC Futures provision</b>								-	2,267	2,267	
<b>Total UC Futures</b>	<b>111,804</b>	<b>400,617</b>	<b>463,226</b>	<b>458,832</b>	<b>(4,394)</b>	<b>21,570</b>	<b>458,832</b>	<b>133,808</b>	<b>139,093</b>	<b>5,285</b>	

\* Note: UC Council have approved a \$2.27M for UCF programme contingency in 2017 Budget is held in programme level instead of the project level.

Capital Projects Open \$000's	Total Project Forecast						
	Prior Years	2017	2018	2019	2020	2021	Total
<b>RRSIC</b>							
Rutherford Regional Science and Innovation Centre	132,863	50,094	34,723	4,173	330	-	222,184
<b>CETF</b>							
Canterbury Engineering the Future	118,825	42,147	1,493	-	-	-	162,464
<b>Rehua</b>							
College of Education, Health and Human Development Relocation Project	28,726	41,568	8,285	-	-	-	78,578
<b>UC Futures provision</b>							
<b>Total UC Futures</b>	<b>280,414</b>	<b>133,808</b>	<b>44,501</b>	<b>4,173</b>	<b>330</b>	<b>-</b>	<b>463,226</b>



# Annex 1 – Detailed project financials

Project name	Project number	PM	Prior yrs CAPEX	Prior Yrs Opex	Costs to end of previous financial year	2017 Project costs from General Ledger			2017 Project \$			Project Figures					Project Cash Flow Forecast					Oracle Budget Figures			
						December 2017 YTD CapexCosts	December 2017 YTD OpexCosts	Life to date Actual costs	2017 Project Forecast spend	2017 Budget As per Oracle Does not change	2017 Expected Variance	Total Authorised Project \$ Value	Authorised Project Contingency	Authorised Project Cost	Expected Project Cost	Variance	Balance brought forward from previous years	2017	2018	2019	2020	2021	2017 Budget As per Oracle Does not change	2017 Variance	
<b>Summary</b>																									
a	Project Capex - Open		9,974,531	1,957,265	11,931,796	28,396,361	3,213,651	43,541,808	33,552,546	34,692,815	1,140,269	106,548,678	3,425,360	103,123,318	93,947,090	9,176,228	11,931,796	33,552,546	36,482,412	8,943,450	3,036,887	-	34,692,815	1,140,269	
b	Minor Capital		33,088,918	30,488	33,119,407	12,360,797	-	16,878,220	10,958,920	12,547,946	1,589,026	5,479,626	-	5,479,626	4,848,877	630,748	33,119,407	10,958,920	-	-	-	-	12,547,946	1,589,026	
c	Approvals in Principle		1,236,612	1,305,500	2,542,112	(196,846)	196,891	2,542,157	45	4,600,000	4,599,955	-	110,550	994,950	-	-	2,542,112	45	-	-	-	-	4,600,000	4,599,955	
d	Project Capex - Closed		175,450,391	13,003,164	188,453,555	3,986,883	902,569	193,343,007	4,913,935	5,371,837	457,902	158,430,837	5,767,437	152,663,400	221,564,478	(17,123,507)	216,700,840	4,913,935	80,100	-	-	-	5,371,837	457,902	
	<b>Total</b>		<b>219,750,452</b>	<b>16,296,417</b>	<b>236,046,869</b>	<b>44,547,196</b>	<b>4,313,111</b>	<b>256,305,192</b>	<b>49,425,446</b>	<b>57,212,598</b>	<b>7,787,152</b>	<b>270,459,141</b>	<b>9,303,347</b>	<b>262,261,294</b>	<b>320,360,445</b>	<b>(7,316,530)</b>	<b>264,294,155</b>	<b>49,425,446</b>	<b>36,562,512</b>	<b>8,943,450</b>	<b>3,036,887</b>	<b>-</b>	<b>57,212,598</b>	<b>7,787,152</b>	
	<b>LR Budget (Total Excluding RSIC &amp; CETF &amp; NEB)</b>					<b>44,547,196</b>	<b>4,313,111</b>	<b>256,305,192</b>	<b>49,425,445.51</b>	<b>57,212,598</b>	<b>7,787,152</b>	<b>270,459,141</b>	<b>9,303,347</b>	<b>262,261,294</b>	<b>320,360,445</b>	<b>(7,316,530)</b>	<b>264,294,155</b>	<b>49,425,446</b>	<b>36,562,512</b>	<b>8,943,450</b>	<b>3,036,887</b>	<b>-</b>	<b>57,212,598</b>	<b>7,787,152</b>	
<b>(a) Project Capex</b>																									
<b>Largest Project Approvals</b>																									
	Student First Programme	DVSMS	Jenny C	-	-	-	3,045,807	2,509,821	5,555,628	6,973,599	4,000,000	(2,973,599)	21,800,000	-	21,800,000	21,800,000	-	-	6,973,599	5,705,860	6,139,211	2,981,330	-	4,000,000	(2,973,599)
	Electrical Link (EN17)	B1857	Ian S	7,699,806	84,093	7,783,899	43,616	18,851.59	7,846,367	179,249	234,111	54,862	8,715,685	179,731	8,535,954	7,963,148	572,806	7,783,899	179,249	-	-	-	-	234,111	54,862
	Electrical Link (EN17) - Recladding	B1857R	Ian S	487,920	2,260	490,180	4,584,564	12,783	5,087,527	5,023,665	4,891,041	(132,624)	5,491,000	383,000	5,108,000	5,557,133	(449,133)	490,180	5,023,665	43,288	-	-	-	4,891,041	(132,624)
	UCSA Demo	B1785D	David W	-	1,621,676	1,621,676	10,341	173,885.37	1,805,903	184,226	63,959	(120,267)	2,192,640	183,200	2,009,440	1,805,903	203,537	1,621,676	184,226	-	-	-	-	63,959	(120,267)
	UCSA Building	B1785	David W	838,001	66,224	904,225	5,138,108	41,076.69	6,083,409	5,828,322	8,191,012	2,362,690	27,945,000	400,000	27,545,000	27,945,000	(400,000)	904,225	5,828,322	19,586,846	1,625,607	-	-	8,191,012	2,362,690
	Dovedale Accommodation Stage 1 (Sononda Extension)	B1984	Sonia B	13,390	41,058	54,448	9,813,538	121,941	9,989,927	9,435,541	9,015,000	(420,541)	10,253,000	523,000	9,730,000	10,182,309	(452,309)	54,448	9,435,541	636,763	-	55,556	-	9,015,000	(420,541)
	Clearing the Villages	Bvillages	Sonia B	-	-	-	6,586	64,375.00	70,961	69,804	-	(69,804)	3,334,260	-	3,334,260	69,804	3,264,456	-	69,804	-	-	-	-	-	(69,804)
	<b>Five Largest Project Approvals Total</b>			<b>9,039,118</b>	<b>1,815,311</b>	<b>10,854,429</b>	<b>22,642,560</b>	<b>2,942,733</b>	<b>36,439,722</b>	<b>27,694,406</b>	<b>26,395,123</b>	<b>(1,299,283)</b>	<b>79,731,585</b>	<b>1,668,931</b>	<b>78,062,654</b>	<b>75,323,296</b>	<b>2,739,358</b>	<b>10,854,429</b>	<b>27,694,406</b>	<b>25,972,757</b>	<b>7,764,818</b>	<b>3,036,887</b>	<b>-</b>	<b>26,395,123</b>	<b>(1,299,283)</b>
<b>Buildings and Infrastructure</b>																									
	Collocation of Communication Disorders	B1970	Sonia B	27,100	8,183	35,283	(6,670)	24,813.50	53,426	37,666	-	(37,666)	4,200,000	206,000	3,994,000	72,949	3,921,051	35,283	37,666	-	-	-	-	-	(37,666)
	CWRK UN00 Te Papa Hauora (Health Precinct)	B1982	Alan P	53,504	60,830	114,334	(40,944)	170,971.83	244,362	89,988	82,100	(7,888)	1,610,540	52,700	1,557,840	1,618,428	(60,588)	114,334	89,988	1,387,756	26,350	-	-	82,100	(7,888)
	UC Wellness Precinct Infrastructure	B1983	David W	-	64,460	64,460	1,871,336	9,310.00	1,945,106	2,013,009	500,000	(1,513,009)	3,437,000	435,000	3,002,000	4,044,111	(1,042,111)	64,460	2,013,009	1,900,642	66,000	-	-	500,000	(1,513,009)
	Art Precinct - Locke & Logie	B1989	Richard G	-	-	-	586,621	20,035.12	606,656	633,238	3,072,775	2,439,537	7,195,025	342,620	6,852,405	7,195,025	(342,620)	-	633,238	5,475,505	1,086,282	-	-	3,072,775	2,439,537
	Warehouse Conversion / Lecture Theatre	B1990	David W	-	-	-	2,205,446	38,767.50	2,244,214	2,212,972	-	(2,212,972)	4,100,000	8,000	4,092,000	4,026,691	65,309	-	2,212,972	1,813,719	-	-	-	-	(2,212,972)
	New Teaching Spaces	B1994	Sonia B	-	-	-	380,457	-	380,457	-	-	-	2,400,000	2,400,000	1,365,000	-	1,365,000	-	-	-	-	-	-	2,400,000	2,400,000
	Building Retentions	B9999	Annual	706,450	-	706,450	(30,618)	-	675,832	-	-	-	-	-	-	-	706,450	(706,450)	706,450	-	-	-	-	-	-
	CWRKs Accruals	B1829	-	148,359	-	148,359	-	-	148,359	-	-	-	-	-	-	-	148,359	(148,359)	148,359	-	-	-	-	-	-
	<b>Buildings and Infrastructure Total</b>			<b>935,412</b>	<b>133,473</b>	<b>1,068,886</b>	<b>4,965,629</b>	<b>263,898</b>	<b>6,298,412</b>	<b>4,986,873</b>	<b>6,054,875</b>	<b>1,068,002</b>	<b>21,907,565</b>	<b>1,044,320</b>	<b>20,863,245</b>	<b>17,812,013</b>	<b>3,051,232</b>	<b>1,068,886</b>	<b>4,986,873</b>	<b>10,577,622</b>	<b>1,178,632</b>	<b>-</b>	<b>-</b>	<b>6,054,875</b>	<b>1,068,002</b>
<b>Information Technology</b>																									
	Lecture Capture	L0268	Emma dL	-	8,481	8,481	359,762	7,020	375,263	442,856	500,000	57,144	474,804	76,434	398,370	383,370	15,000	8,481	442,856	(67,967)	-	-	-	500,000	57,144
	Identity Access Management (Stage 1 & 2)	L0275	Stephen S	-	-	-	428,411	-	428,411	428,411	1,742,817	1,314,406	4,434,724	635,675	3,799,049	428,411	3,370,638	-	428,411	-	-	-	-	1,742,817	1,314,406
	<b>Information Technology Total</b>			<b>-</b>	<b>8,481</b>	<b>8,481</b>	<b>788,173</b>	<b>7,020</b>	<b>803,674</b>	<b>871,267</b>	<b>2,242,817</b>	<b>1,371,550</b>	<b>4,909,528</b>	<b>712,109</b>	<b>4,197,419</b>	<b>811,781</b>	<b>3,385,638</b>	<b>8,481</b>	<b>871,267</b>	<b>(67,967)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,242,817</b>	<b>1,371,550</b>
	<b>Project Capex - Open Total</b>			<b>9,974,531</b>	<b>1,957,265</b>	<b>11,931,796</b>	<b>28,396,361</b>	<b>3,213,651</b>	<b>43,541,808</b>	<b>33,552,546</b>	<b>34,692,815</b>	<b>1,140,269</b>	<b>106,548,678</b>	<b>3,425,360</b>	<b>103,123,318</b>	<b>93,947,090</b>	<b>9,176,228</b>	<b>11,931,796</b>	<b>33,552,546</b>	<b>36,482,412</b>	<b>8,943,450</b>	<b>3,036,887</b>	<b>-</b>	<b>34,692,815</b>	<b>1,140,269</b>
<b>(b) Minor Capital</b>																									
	Library - Information Resources	LIBS	Anne S	10,038,967	-	10,038,967	3,933,189	-	3,933,189	3,586,726	3,810,443	223,717	-	-	-	-	10,038,967	3,586,726	-	-	-	-	-	3,810,443	223,717
	Library - Others	LBA	Anne S	-	-	-	-	-	-	243,500	243,500	-	-	-	-	-	-	-	-	-	-	-	-	243,500	243,500
	Engineering Services - Minor Capital	ENGS	Rob O	9,691,203	-	9,691,203	5,142,268	-	5,142,268	4,220,106	4,461,193	241,087	-	-	-	-	9,691,203	4,220,106	-	-	-	-	-	4,461,193	241,087
	Engineering Services - H&S Campus Safety	ENG H&S	Rob O	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	ITS - Equipment	ITSM	Andy K	6,331,003	11,988	6,342,991	2,355,699	-	2,355,699	2,232,139	2,976,310	744,171	-	-	-	-	6,342,991	2,232,139	-	-	-	-	-	2,976,310	744,171
	ITS - Network Storage	L0030	Andy K	4,498,922	18,500	4,517,422	331,455	-	4,848,877	331,455	408,000	76,545	5,479,626	-	5,479,626	4,848,877	630,748	4,517,422	331,455	-	-	-	-	408,000	76,545
	Campus Services	CMPS	Michael O	2,152,768	-	2,152,768	211,887	-	2,118,866.60	202,194	240,000	37,806	-	-	-	-	2,152,768	202,194	-	-	-	-	-	240,000	37,806
	Campus Services - Supporting Remediation	DMED	Michael O	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Campus Services - Fleet	CMPS F	Michael O	359,465	-	359,465	386,299	-	386,299	386,299	408,500	22,201	-	-	-	-	359,465	386,299	-	-	-	-	-	408,500	22,201
	LRNR Director Learning Resources	DD	-	16,590	-	16,590	-	-	-	-	-	-	-	-	-	-	16,590	-	-	-	-	-	-	-	-
	<b>Minor Capital Total</b>			<b>33,088,918</b>	<b>30,488</b>	<b>33,119,407</b>	<b>12,360,797</b>	<b>-</b>	<b>16,878,220</b>	<b>10,958,920</b>	<b>12,547,946</b>	<b>1,589,026</b>	<b>5,479,626</b>	<b>-</b>	<b>5,479,626</b>	<b>4,848,877</b>	<b>630,748</b>	<b>33,119,407</b>	<b>10,958,920</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,547,946</b>	<b>1,589,026</b>
<b>(c) Approvals in Principle - Still to be Business cased</b>																									
	LTCP Future Projects (yet to be formally approved)	LTCP	-	1,236,612	1,305,500	2,542,112	(196,846)	196,891	2,542,157	45	4,600,000														



Report to the Council from a meeting of the  
Audit and Risk Committee  
held on Monday 19 March 2018

The Committee recommends:

1. Health and Safety Report

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

Peter Ballantyne  
**Chair**  
**Audit and Risk Committee**

21 March 2018



# Audit and Risk Report



To:	UC Council
From:	Steve Hunter Health and Safety Manager
Date:	March 2018 (Y18)
Subject	Health and Safety at UC

## **Introduction**

The intent of this Y18 report is to provide assurance to Council that satisfactory arrangements are in place for managing Health and Safety risks across the University of Canterbury, along with statistics providing data outlining the direction UC is tracking.

## **Summary**

Y17 saw a 50% change in Health and Safety team. This has enabled a review of current practices and procedures through relatively “new eyes”.

A positive Health and Safety culture exists within UC but, as with any large complex organisation, there are areas for continuous improvement.

New Zealand universities do not share data therefore we cannot see where UC sits in a similar market. I have gained some traction with other University Health and Safety Managers, notably University of Waikato, in sharing data and hope to include findings in future reports. However statistics within construction are available for comparison.

This March Y18 report is the first of an amended Y17 document, with intention that statistics are more easily assessed, reflecting on the core Health and Safety culture within the organisation.

Comparing meaningful data with previous periods will take a while until this amended report style develops its own base line comparison statistics.

Statistical summary of Health and Safety results (Lagging Indicators, all of which represent failures) will be supplemented by other measures which provide positive assurance that good practices aimed at preventing injuries, illness and incidents are implemented (Leading Indicators), together with an analysis of identified trends.

The following indicators are some examples that will be used to help drive improvements within the organisation:

- Evidence of management commitment, for example the number of Council/SMT visits, inspections or meetings which have a Health and Safety theme
- Evidence of worker’s involvement such as via Safety Observation schemes and reporting
- Measurements of Health and Safety culture
- Number of risk assessments completed and/or reviewed
- Health and Safety inspections and audits completed
- Number of completed actions from those audits/inspections along with manager participation

It will be a challenging year for everyone with new facilities in place, also a time for monitoring the wellbeing of our people. A UC Wellbeing web page along with an excellent Mental Health for Managers Awareness Course is in place and displays a positive UC “Leading Indicator” culture.

## **Report**

### **Content:**

1. Legislative Updates
2. Health and Safety Team Update
3. Health and Safety Priorities
4. RMSS
5. Health Monitoring
6. Training
7. Governance Tracking and Reporting
8. ACC Benchmarking
9. Contractors Update/Statistics
10. UC Statistics

#### **1. Legislative Updates**

- New Health and Safety at Work (Hazardous Substances) Regulations, introduced 1/12/2018, remove previous exemptions applied to tertiary education establishments. The Health and Safety Team along with relevant managers are re-assessing and implementing new systems and procedures along with training. We are awaiting the green light for our current chemical management system to be rolled out throughout the campus. This will aid compliance.
- Health and Safety at Work (Asbestos) Regulations state that asbestos in the workplace must be identified so far as is reasonably practicable. A requirement of the regulations is that an Asbestos Management Plan must be in place by April 2018 in order to manage the risk of asbestos exposure to staff from Asbestos Containing Materials (ACM's). A UC plan is in place with ACM information updated when available.

#### **2. Health and Safety Team Update**

The location of the team on the 8th floor of the West Building is under review. Over the period I have held the position of Health and Safety Manager (10 months), we have had a negligible number of staff “walk-in” enquiries and zero attendance from students. My recommendation is consideration is given towards relocating the team to a more visible and accessible location. This matter is currently under consideration with relevant SMT members.

As an interim measure to immediately improve Health and Safety Team visibility, monthly team meetings will be held at various venues throughout UC. A “Surgery” period to be held at the end for staff and students to visit and discuss any Health, Safety or Wellbeing concerns.

We have an excellent resource in Health and Safety Advisor Jaime MacDonald due to his robust laboratory background. With the handover of Ernest Rutherford, his time over the next few months will be spent predominantly in this area. Jaime has also provisionally accepted a request to chair a National Universities Health and Safety at Work (Hazardous Substances) Regulations working group in conjunction with Worksafe, to provide consistent protocol throughout all NZ universities in line with the new regulations.

Health and Safety Consultant Grant Craig will continue to monitor existing construction projects along with other key areas including Campus Services, Capital Works, College of Engineering and the Childcare Centre.

I am extremely proud of our Health and Safety Team Co-ordinator Angie Wellington who passed her National Examination Board in Occupational Safety and Health (NEBOSH) Certificate with Credit. This achievement shows commitment to the team, UC and should assist in her career development.

Annual Safeguard New Zealand Workplace Health and Safety Awards (Sponsored by WorkSafe) celebrate the best Health and Safety initiatives and the dedicated people working to improve Health and Safety outcomes in New Zealand. Any organisation which operates in New Zealand can enter within a selection of 9 categories. I would consider nominating UC for the 2019 awards if approved by SMT.

### **3. Health Safety and Wellbeing Priorities**

- Wellbeing including Mental Health is a potentially hidden risk. Dedicated National and UC teams have been formed in order to provide procedures and support pathways for those in need. This extends to our staff and students. In the past, organisations of all sizes and industries have “*shouted Safety, but whispered Health*”. Mental Health and Wellbeing is a major global focus.
- Safety of our students is paramount, especially when carrying out activities off campus such as Professional Placements. Procedures are in place within UC but not documented into an easily accessible database. Currently, we have several areas where this information is held. A trial procedure with College of Education is underway using Career Hub to host data. If this procedure is a success, consideration will be given for use throughout UC.
- Our current Field Activity procedure documentation is too broad in identifying specific risk. To aid compliance and simplify procedures, an appropriate electronic form which leads a scribe only to areas which appertain to the activity carried out is under development in collaboration with the UC IT team.
- Machine Guarding Audits have commenced and will continue through key areas during Y18. It should be noted that earlier this year WorkSafe prosecuted two companies as follows:
  - Results of two sentencings in Invercargill District Court released this week, both relating to inadequate machine guarding. Niagara Sawmilling Company Limited appeared in court on 13 February and Marshall Industries Limited appeared on 27 February.

#### **Niagara Sawmilling Company Limited**

- A final fine of \$323,437 was imposed.
- Reparations of \$27,160 were ordered (in addition to \$5000 already paid).
- Costs of \$278 were ordered.
- Niagara Sawmilling Company Limited was charged under the Health and Safety at Work Act 2015.
  - Being a PCBU, failed to ensure so far as was reasonably practicable, the health and safety of workers who worked for the PCBU, while the workers were at work in the business or undertaking.
- The maximum penalty is a fine not exceeding \$1,500,000.

## **Marshall Industries Limited**

- A fine of \$180,000 was imposed.
  - Reparations of \$53,677.70 were ordered (\$25,000 had already been paid).
  - Costs of \$2500 were ordered.
  - Marshall Industries Limited was charged under the Health and Safety at Work Act 2015.
    - Being a PCBU, failed to ensure so far as was reasonably practicable, the health and safety of workers who worked for the PCBU, while the workers were at work in the business or undertaking and that failure exposed the workers to a risk of death or serious injury arising from exposure to a crushing hazard.
  - The maximum penalty is a fine not exceeding \$1,500,000.
- It is recommended that managers and supervisors be re-inducted into their Health and Safety responsibilities in relation to UC and HSWA requirements. A short PowerPoint is under development with documented acknowledgement of viewing. To be driven by SMT.
  - As requested by the VC, an external audit of our Health and Safety systems is in place for April, 2018. The audit will be in line with ACC Accredited Employers Programme audit standard (updated April 2017) which is aligned to AS/ANZ 4801:2001 covering:
    1. Employer commitment to Safety management practices.
    2. Planning, review and evaluation.
    3. Hazard identification, risk assessment and management.
    4. Information, training and supervision.
    5. Incident and injury reporting, recording and investigation.
    6. Employee participation in Health and Safety management.
    7. Emergency planning and readiness.
    8. Health and Safety of employees and others in the workplace.

The audit will include leadership performance outlined in the new Worksafe Safe Plus audit. This will enable specific comment be made on governance and leadership in Health and Safety, this is an indicator to discharging “Officer” responsibilities.

Findings of this report will be provided to Council via the Audit and Risk Committee in August Y18.

#### **4. RMSS (Risk Management and Safety System)**

RMSS performance and ease of use has improved. However there is still a reluctance to engage from relevant supervisors/managers. This may be attributed to a lack of confidence in the system which will be addressed by appropriate training.

A first phase of RMSS training for key managers has been completed and is ready for initial rollout through Student Services.

Further training will be included in external Risk Management Training for Managers and also internally by the Health and Safety team.

A “Safety Observation” component is now added to RMSS to show events/incidents which do not fall into current categories. This is where good Health and Safety practices (as well as bad) are recorded. The Health and Safety Team now have monthly KPI’s for reporting these observations.



## 5. Health Monitoring

UC currently provide Health monitoring to a significant number of staff, some of which may or may not require such testing as defined under the Act.

**Note:** Because of the long period between exposure to a Health hazard and harm occurring, UC should not rely solely on Health Monitoring. A combination between Health Monitoring and Exposure Monitoring gives more insight into the effectiveness of controls in a workplace.

During Y18, the Health and Safety team will be carrying initial Environmental/Exposure Workplace monitoring where required/requested.

Our Health Monitoring Protocol final draft is under review with a HR/HS combined workgroup.

### Y17 Health Monitoring Statistics:

Type of Test	Reason	# Staff 2017
Spirometry Testing	Staff exposed to hazardous dusts/fumes	52
Audiometry	Staff exposed to excess noise	88
Skin Checks	Staff exposed to UV	52

## 6. Training

Following an initial review of external providers, it was decided in certain areas to engage with companies who provide formal recognition for attendees as follows:

Red Cross - First Aid Training now provide NZQA Unit Standards for successful course attendees.

Safety in Action - Health Safety Representative Training to receive NZQA Unit Standard.

External provider Paul Coleman will continue to facilitate on-campus Risk Management Training following excellent feedback and course content.

I am organising internal "Post Training Course Feedback" data, in order to assess quality and relevance of training carried out by external providers. Previously, feedback has only been forwarded directly to a provider who in turn, distributes the information back to UC.

## 7. Governance Tracking and Reporting

Observations of the effectiveness of UC Health and Safety Governance and supporting management systems include:

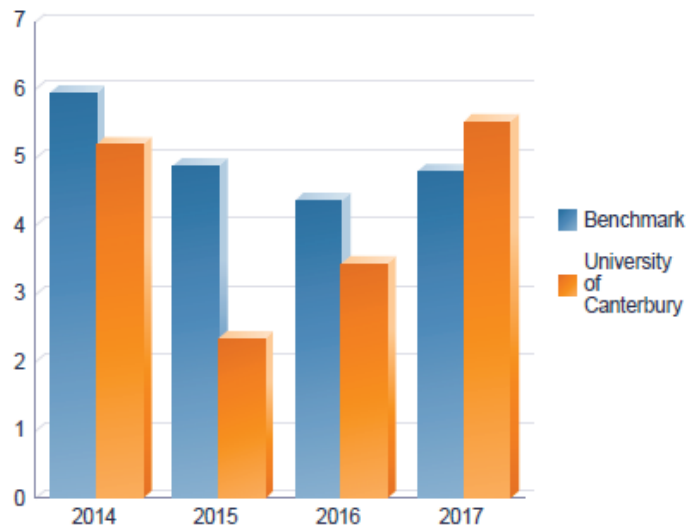
- Council Safety walkabouts. These are helpful in raising culture from ground level upwards and are extremely well received. Council conversations between students and staff display a healthy supportive culture and commitment to Health, Safety and Wellbeing;
- Quarterly and Annual Health and Safety reports are studied by Council and any questions/issues raised are fed back to the Human Resource Director and if required, the Health and Safety Manager for further comments/direction;
- Council and SMT support of a dedicated Health and Safety team with associated members (Health and Safety Representatives etc) along with regular well-attended Health and Safety Committee meetings shows commitment towards maintaining compliance and developing culture;
- Health and Safety systems and procedures are under constant review;
- Incidents/Events/Occurrences are recorded within RMSS. Investigations are carried out where required with agreed corrective actions with reports distributed to appropriate staff. When correctly reported, trends discovered at the earliest opportunity reduce our lagging performance indicators;
- External Audits take place throughout the year and provide the University with unbiased reports and actions on any gaps indicated;
- Numerous Health and Safety procedures within UC will benefit from a more consistent approach between areas. This is under review;
- UC shares Health and Safety learnings with other universities and beyond, by way of regular attendance at National Human Resources and National Health and Safety Manager Meetings;
- Success is celebrated with posts in community newsletters, annual Health and Safety Awards and a personal email from the Health and Safety Manager.
- UC-wide monthly relevant statistics from RMSS, will be shared throughout all Health and Safety Committee meetings. This will assist with identifying trends and keep the community informed of all events.
- A quarterly one page Health, Safety and Wellbeing newsletter is under consideration for distribution to Health and Safety Representatives communicating current *real-time* relevant topics.

## 8. ACC Benchmarking

The University of Canterbury continue to track well within national tertiary education statistics in the number of weekly compensation claims. The 2017 figures are skewed by one claim of 365 days.

### Cost per \$10K Liabile Earnings

Tertiary education



### Weekly Compensation Days

Levy Year	Number of Weekly Compensation Days	Number of Weekly Compensation Claims
2014	330	4
2015	126	5
2016	274	8
2017	546	2
2018	20	1

## 9. Contractor Update and Statistics

During Y17, the central H&S team co-ordinated external H&S audits of major UC construction sites. In addition to this Grant Craig, Senior Health and Safety Consultant, actively engaged with construction sites on a regular basis by attending toolbox talks, site visits with UC PMs etc. Following is a review of Y17 with observations that may affect the University during Y18;

- CETF: At Y17 conclusion, Health and Safety performance functioned very well. Previously this site had struggled due to conflict between UC and Hawkins' H&S Manager. The project came full circle in the way Health and Safety was run, and the attitude to Health and Safety on site by the workers on this site improved markedly compared with the previous 2 years.
- Rehua provided a low level of medical treatment injuries given the number of onsite man hours completed. A concern for this last period is the low level of reported incidents and the even lower recorded total of safety observations. My expectation would be that a high level of good and bad observations are maintained. Initial indications are that construction completion may be taking priority over health and safety. The next three month reporting period will show any adverse changes either way. Monitoring of the site along with work procedures will closely managed by the Health and Safety team.
- RSIC numbers remained steady and at a low level suggesting the view that Health and Safety did not change with the pressures of RSIC completion. Post contract works are being managed and a process is in place to deal with contractor's interaction with building users.
- Hawkins has completed and handed over to UC the Civil and Mechanical Wings (CETF Tranche 2). In general, Health and Safety ran smoothly. A concern was that as the project neared completion (and generally the time more incidents happen) Hawkins relocated their H&S Manager to an off campus project. A replacement struggled to understand the expectations of the University around Health and Safety. Close monitoring was carried out by the Health and Safety Team.
- Dominion is nearing completion of Asbestos removal in the Von Haast building. Preparation is underway for active demolition. All current known risks have been identified and discussed, the main ongoing risk being to students, staff and others potentially affected by demolition dust and debris. All reasonably practicable steps are being taken to minimise risk.
- Leigh's construction are continuing well on the new UCSA build. This site is managed very well and currently have no outstanding issues.
- As we move into 2018, we will continue to have construction and demolition disruptions throughout campus. We acknowledge the ongoing risk that this poses to the University community. However we think it is important to recognise the significant time and energy invested by the University to ensure the safety of staff and students during this time. Some key contributors to this include;
  1. Campus Construction Safety Group
  2. Contractor Round Table Forum
  3. Project Control Groups
  4. Project Working Groups
  5. Health and Safety Committees
  6. External Auditing

## Contractor Key Health and Safety Performance Indicators as of January Y18

(Green indicates a fall, red indicates a rise)

Hawkins CETF				
KPI Description	Y17	Previous 3 Month Average	YTD	Current 3 Month Average
<b>Incidents</b>				
First aid treatment	18	1.67	20	0.33
Medical treatment injuries	6	0.67	7	0
Near Misses	25	1.33	23	0
Damage to property	2	0.33	4	0.67
<b>Total</b>	<b>51</b>	<b>3</b>	<b>53</b>	<b>0.67</b>
<b>Number of Occurrences/No. of workers x 100</b>	35	4.03	51	3.33
<b>Lost Time</b>				
Number of lost time injuries (LTI)	0	0	0	0
Total number of LTI days lost	0	0	0	0
<b>Lost Time Injury Frequency Rate (LTIFR)</b>	0	0	0	0

Hawkins NEB Rehua				
KPI Description	Y17	Previous 3 Month Average	YTD	Current 3 Month Average
<b>Incidents</b>				
First aid treatment	36	0.67	46	2.33
Medical treatment injuries	6	0.33	7	0.33
Near Misses	19	1.67	36	3.67
Damage to property	0	0	0	0
<b>Total</b>	<b>61</b>	<b>2.67</b>	<b>89</b>	<b>6.33</b>
<b>Number of Occurrences/No. of workers x 100</b>	0.16	1.75	0.16	3.44
<b>Lost Time</b>				
Number of lost time injuries (LTI)	2	0	3	0.33
Total number of LTI days lost	10	0	13	1
<b>Lost Time Injury Frequency Rate (LTIFR)</b>	5.98	Unavailable	6.08	9.77

Note: A general lack of overall incident reporting contributes towards a Current 3 Month Average rise in statistics. NEB Rehua will be closely monitored over the next period by the Health and Safety Team with further guidance regarding UC Health and Safety expectations.

Leighs USCA		
KPI Description	YTD	Current 3 Month Average
<b>Incidents</b>		
First aid treatment	2	0.7
Medical treatment injuries	0	0
Near Misses	12	3.3
Damage to property	0	0
<b>Total</b>	<b>14</b>	<b>4</b>
<b>Number of Occurrences/No. of workers x 100</b>	Unavailable	Unavailable
<b>Lost Time</b>		
Number of lost time injuries (LTI)	0	0
Total number of LTI days lost	0	0
<b>Lost Time Injury Frequency Rate (LTIFR)</b>	Unavailable	Unavailable

Note: A recent UCSA site visit carried out by Health and Safety Manager and Senior Consultant showed that this site was extremely well managed with good health and safety practices.

Fletchers RRSIC				
KPI Description	Y17	Previous 3 Month Average	YTD	Current 3 Month Average
<b>Incidents</b>				
First aid treatment	18	1	21	1
Medical treatment injuries	4	0.33	4	0
Near Misses	17	1.33	19	0.67
Damage to property	0	0	1	0.33
<b>Total</b>	<b>39</b>	<b>2.67</b>	<b>45</b>	<b>2</b>
<b>Number of Occurrences/No. of workers x 100</b>	15.2	1.31	19.65	1.49
<b>Lost Time</b>				
Number of lost time injuries (LTI)	2	0.33	2	0
Total number of LTI days lost	16	1	16	0
<b>Lost Time Injury Frequency Rate (LTIFR)</b>				
<b>Number of occurrences/No. of hours worked x 1,000,000</b>	4.64	6.87	4.16	0

Dominion RRSIC 2				
KPI Description	Y17	Previous 3 Month Average	YTD	Current 3 Month Average
<b>Incidents</b>				
First aid treatment	12	3	0	1.33
Medical treatment injuries	0	0	0	0.33
Near Misses	8	2	1	1.33
Damage to property	2	0.67	0	0.33
<b>Total</b>	<b>22</b>	<b>5.67</b>	<b>1</b>	<b>3.33</b>
<b>Number of Occurrences/No. of workers x 100</b>	Unavailable	Unavailable	3.33	11.3
<b>Lost Time</b>				
Number of lost time injuries (LTI)	0	0	0	0
Total number of LTI days lost	0	0	0	0
<b>Lost Time Injury Frequency Rate (LTIFR)</b>				
<b>Number of occurrences/No. of hours worked x 1,000,000</b>	0	0	0	0

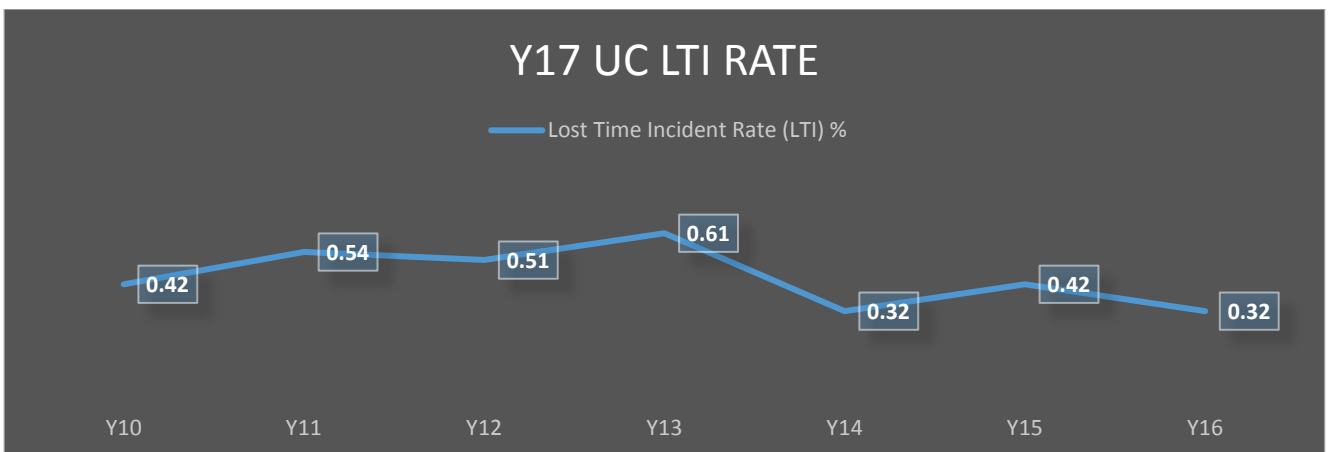
### 10. UC Statistics

Note: Lost Time Incident rates (LTI's) measure the lost-time injuries per million hours worked during an accounting period.

The formula used for determining LTI rate is:

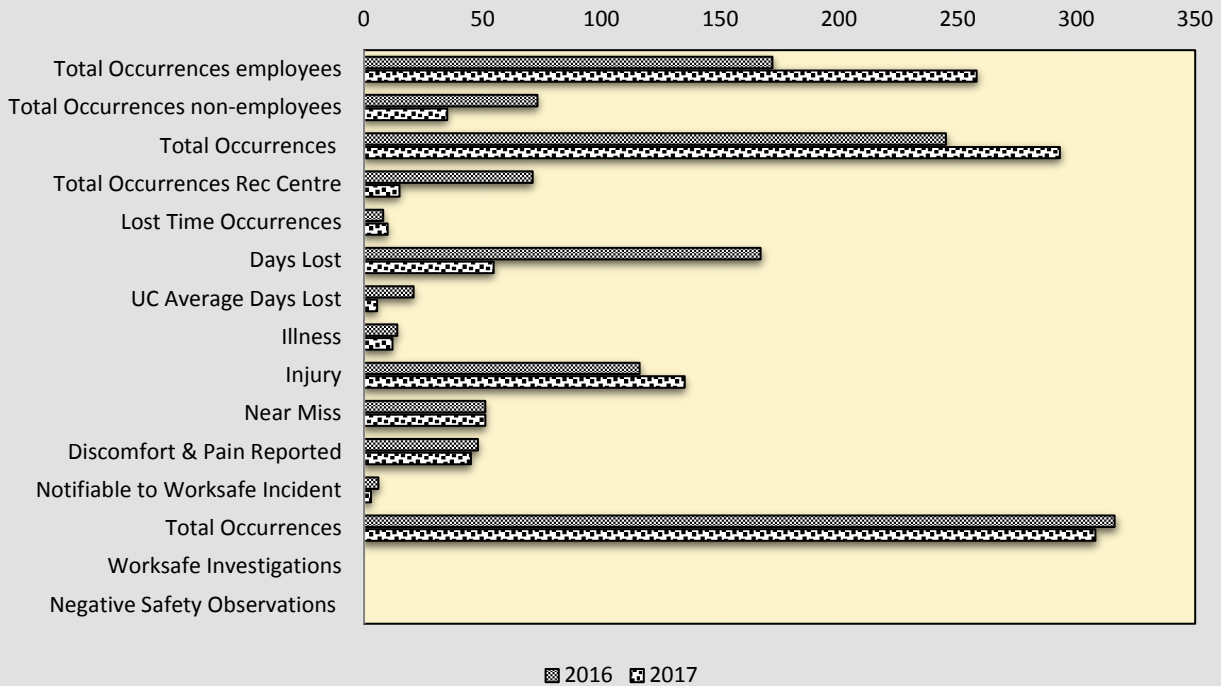
$$\frac{\text{Number of Lost Time Injuries in Accounting Period}}{\text{Total Hours Worked in Accounting Period}} \times 1,000,000$$

#### Y17 Lost Time Incident (LTI) Rate



The above LTI Rate chart indicates UC are tracking in the right direction, falling from a peak in Y13. Benchmarks from other universities are not fully available. However, I have statistics from Waikato University, showing an average LTI rate of 3.9% over the last five years, Y12-Y16 (UC average over the same period sits very well in comparison at 0.33%).

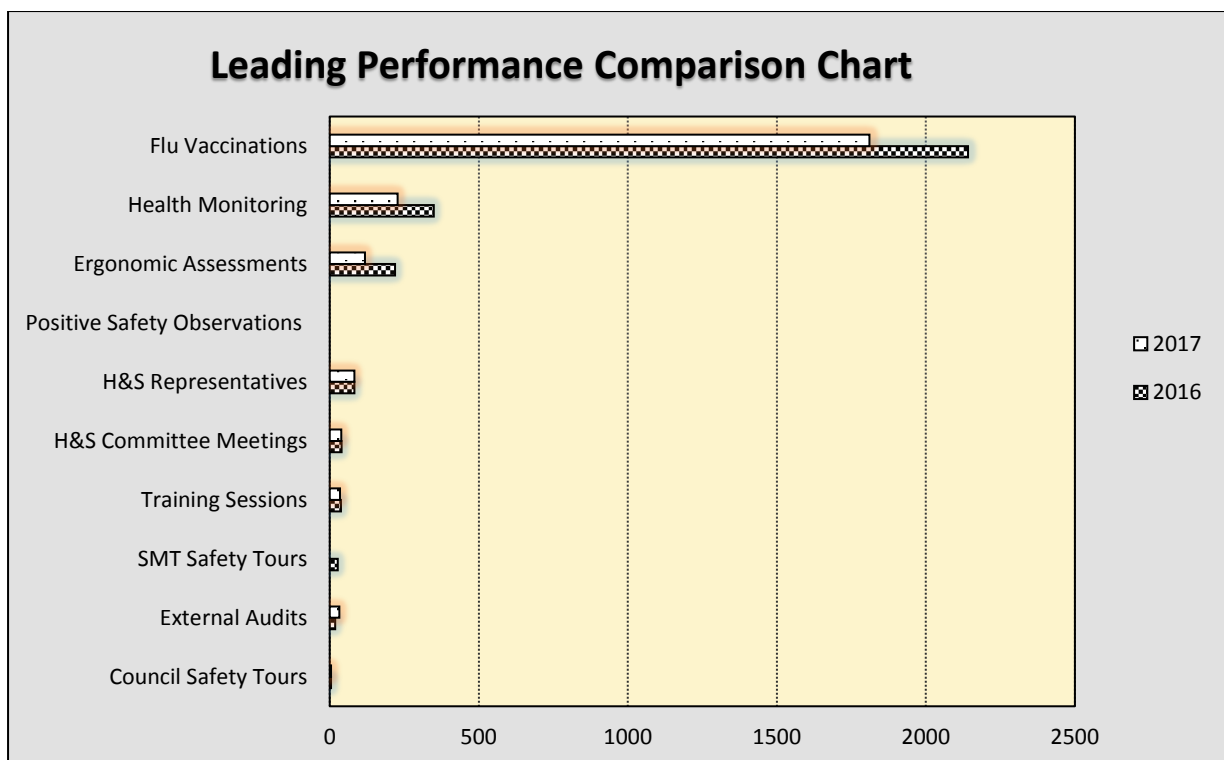
## Lagging Performance Comparison Chart



**Note:** Lagging Performance Indicators indicate the number of events which have already occurred, an indication of where you have been rather than where you are going. Improving Leading indicators significantly reduce Lagging Indicators.

Lagging Performance Statistics (Reported)	2016	2017
Total Occurrences employees	172	258
Total Occurrences non-employees	73	35
Total Occurrences	245	293
Total Occurrences Rec Centre	71	15
Lost Time Occurrences	8	10
Days Lost	167	54.5
UC Average Days Lost	20.9	5.5
Illness	14	12
Injury	116	135
Near Miss	51	51
Discomfort & Pain Reported	48	45
Notifiable to Worksafe Incident	6	3
Total Occurrences	316	308
Worksafe Investigations	0	0
Negative Safety Observations	0	0





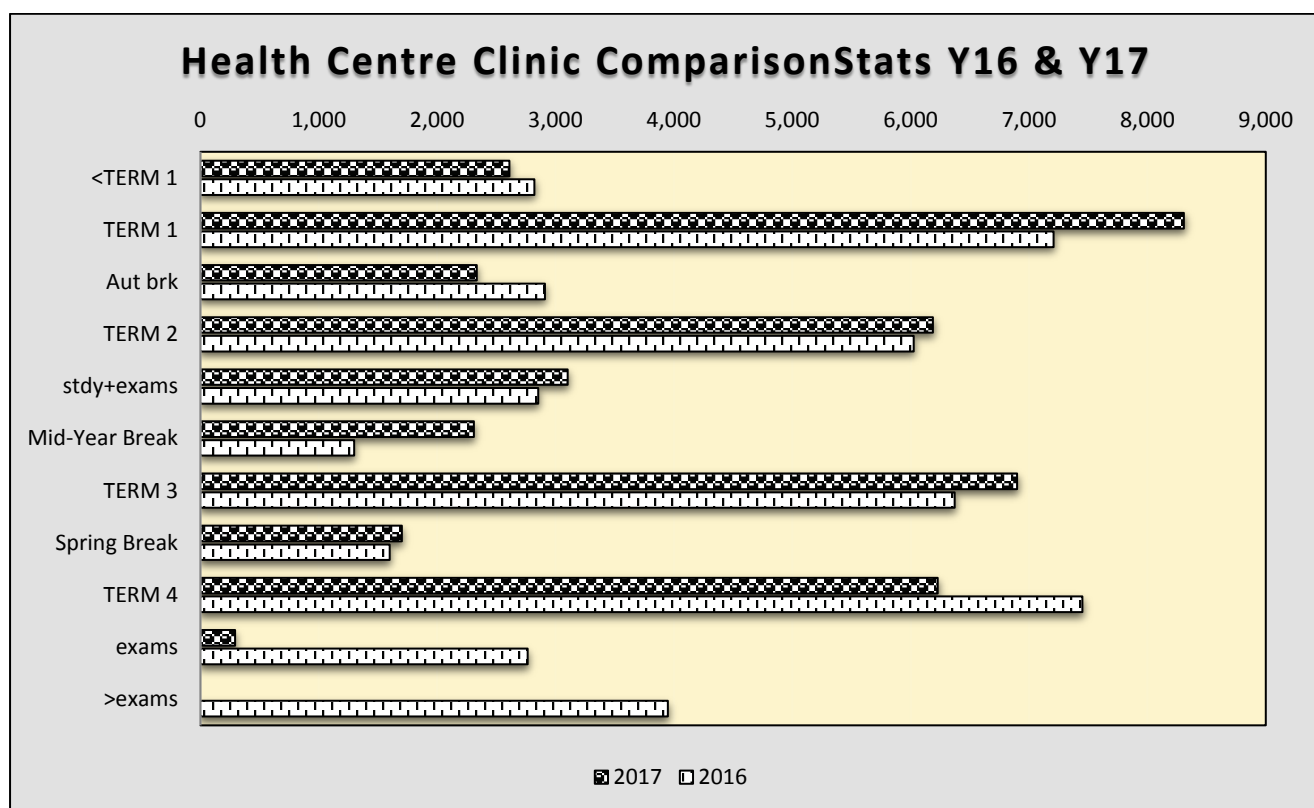
**Note:** Lead Indicators can be measured without an incident, accident or property damage occurring and are extremely useful in being able to predict or prevent future events.

Leading Performance Statistics (Completed)	2016	2017
Council Safety Tours	4	4
External Audits	18	32
SMT Safety Tours	27	0*
Training Sessions	38	34
H&S Committee Meetings	40	39
H&S Representatives	83	83
Positive Safety Observations	0	0
Ergonomic Assessments	219	118
Health Monitoring	349	228
Flu Vaccinations	2141	1811

\*SMT members did undertake safety tours, and a review is underway about how best to record these at a University level

## Health Centre Clinic Statistics

Statistics from the Health Centre and UCSA are intended to provide only a snapshot of activity to indicate the level of support provided to students.



(Chart data above corresponds to **yellow** shaded area below)

TIME	DOCS	NURSES	D+N	PHYSIO	DIETN	PHO	COUNS	2017	2016
<TERM 1	1,465	775	2,240	215	0	6	148	2,609	2,822
TERM 1	3,895	3,027	6,922	779	24	32	552	8,309	7,208
Aut Brk	994	998	1,992	171	4	12	156	2,335	2,911
TERM 2	2,916	2,177	5,093	624	18	47	407	6,189	6,025
Stdy+Exams	1,541	979	2,520	293	4	27	259	3,103	2,854
Mid-Year Break	1,136	733	1,869	208	0	16	218	2,311	1,299
TERM 3	3,470	2,148	5,618	687	21	68	504	6,898	6,372
Spring Break	913	464	1,377	160	3	24	138	1,702	1,599
TERM 4	3,146	2,092	5,238	758	16	13	204	6,229	7,450
Exams	1,505	885	2,390	263	0	15	253	292	2,765
>Exams								0	3,950
<b>TOTAL</b>	<b>20,981</b>	<b>14,278</b>	<b>35,259</b>	<b>4,158</b>	<b>90</b>	<b>260</b>	<b>2,839</b>	<b>39,977</b>	<b>45,255</b>

Statistics from the UC Student Care Team will be provided in the next report

UCSA Advocacy Welfare Statistics 2016 & 2017

	Pre-enrol		UCIC		CUP		1st year		Undergrad		Postgrad		NZ Aid	Total
	Dom	Int	Int		Dom	Int	Dom	Int	Dom	Int	Dom	Int		
<b>2017</b>	General Intake				6	1	14	1	37	6	15	35		124
	General Advocacy		2				3		9	1	4	2		21
	Appeal			1					16	4	6	11		43
	Grievance						1		6		10	4		21
	Academic Progress								2	1				3
	Discipline/Proctor								7	2	3	2		18
	Academic Behavioural			1					1		1			2
	Foodbank								39	5	6	10	2	78
	Hardship Grant		1						10	1	5	5	2	30
	Mickle Fund Loan		3						4		2	2		17
Early Intervention													0	
Subsidised Dental						199	12	1049	17	389	115		1783	
<b>2016</b>	General Intake		2	2	3	1	37	5	51	5	29	26		162
	General Advocacy		1				3		17		6	2		30
	Appeal								36	5	11	9		65
	Grievance								8		7	2		18
	Academic Progress								4	1				7
	Discipline/Proctor								6	7				13
	Academic Behavioural											1		1
	Foodbank								48	14	12	15	2	109
	Hardship Grant		1				4	1	7	1	6	3		24
	Mickle Fund Loan								6		5	14	1	37
Early Intervention								7	1		1		10	
Subsidised Dental				1	1	211	7	1156	38	400	111		1932	



**TE POARI AKORANGA  
ACADEMIC BOARD**



**RECOMMENDATIONS TO THE COUNCIL  
FROM A MEETING OF THE ACADEMIC BOARD  
HELD ON FRIDAY 9 MARCH 2018**

The Academic Board met on Friday 9 March 2018 and recommends:

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

Professor Ian Wright  
**Chair**  
**Te Poari Akoranga – Academic Board**  
16 March 2018



**UNIVERSITY OF CANTERBURY**  
**REPORT OF THE ACADEMIC BOARD MEETING HELD ON**  
**FRIDAY 9 MARCH 2018**  
**TE POARI AKORANGA**

---

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

**1. MATTER'S ARISING – ACADEMIC BOARD REVIEW**

An update on the Academic Board Review was given indicating that the discussion would now come to the April meeting as a number of groups had requested more time to provide feedback.

The Chair invited the University Registrar to comment on the establishment of the working party. The Registrar noted:

- That a new Council, under revision of the Education Act, was established in 2015.
- The new Council had taken the opportunity to review all of its Committees and requested Academic Board to also undertake a review of its self.
- The Council had noted the effectiveness, in recent times, of two working party reports from the Board.
- The Council was looking for more proactive advice from the Board.
- That a review of the delegations from Council to the Board is now also timely.

Questions and comments from the floor included:

- A member questioned the timeliness and quality of the advice from Board to Council and asked specifically for examples where Council were unhappy with this?
- A member asked if Council elaborate on its perceptions of the Board?
- There was also some discussion on the process and it was suggested that the working party collate the feedback and to present to Board areas of agreement and to frame the areas of disagreement so as to focus the discussion.
- There was some discussion on the need for a timeframe for the review and the need for an endpoint.
- It was stressed that the process needed to be undertaken fairly, but that the issue did need to be resolved.

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

The Acting Vice-Chancellor (Professor Ian Wright) presented the Vice-Chancellor's report. He highlighted:

- The enrolment numbers had hit the Domestic target and significantly exceeded the International target. He offered thanks to all the various groups that had contributed to the success in meeting these objectives.
  - The topic of sexual harassment of student's on internships had been of particular media attention recently. Professor Catherine Moran will be undertaking a high-level audit of these activities, which will be presented to the Audit and Risk Committee. It
-

was also noted that a Sexual Violence Prevention Workgroup was established last year to look at these issues on campus.

Questions from the floor included:

- There was significant discussion on the issue of sexual harassment and violence. Including:
  - Who are the members of the working group? (Chaired by Ms Lynn McClelland, Student Support staff, Health Centre Representative, UCSA Equity and Diversity Reps, academics with expertise in the area, the Academic Registrar)
  - A review and heighten publicity of the Student Code of Conduct is underway
  - Awareness of the Staff Code of Conduct is also important
  - The policies also need to capture those associated with the University, e.g. adjunct staff
  - A recent report from CompSoc (Student Club) on sexual and other harassment suffered by students was referenced in the discussion. This had been recently discussed by the College of Engineering.
  - A question was asked about whether there was a plan to try and quantify the size of the problem? (This is on the work plan of the Working Group, but care is needed in the collection of this information both for validity and also safety of those concerned.)
  - An issue in the Tutor training scheme was raised and the need to highlight the Staff Code of Conduct.
  - SMT had also discussed the issue and the lack of an informal reporting mechanism.
- Clarity on the enrolment numbers were also sought:
  - A question was asked if the numbers were a head count or EFTS?
  - Could historic data for a number of year be provided, including targets?
- A discussion was held on the possibility of withdrawing from REANNZ. Concern was raised over whether the needs of researchers could be met by other providers and of unintended consequences, including the viability of REANNZ as a whole. The Deputy Vice-Chancellor indicated that no decision has yet been made, but that testing was already underway with all data traffic being pushed through providers other than REANNZ at the moment.
- On QS Rankings:
  - There was a note that Mr B. White had been very helpful in highlighting the importance of external references to the process in a recent meeting in Arts. There was encouragement for individuals to personally encourage international contacts to be referees into the process.
  - Engineering is looking at specific issues affecting publishing within departments and developing a strategy to be more targeted in their approach.
- There was a discussion on postgraduate scholarship funding particularly in comparison to other institutions. This was in part prompted by a figure in the VC Report (section 4.1.6, p13) stating the highest NZ student not to receive a scholarship had a GPA of 8.5. It was noted there was an error in this number and Professor B. Williamson (Chair of the Scholarships sub-committee) will follow up. However, he did note that UC is not competitive in its scholarship offers compared to the institutions we normally compare ourselves with.  
*(Secretary's Note: Professor Williamson noted the phrase "New Zealand" should note have been in the report; the highest GPA of all students not receiving a scholarship was 8.5)*



### 3. PROPOSAL FOR A BACHELOR OF APPLIED RESEARCH

The Pro-Vice-Chancellor of Science presented for discussion a proposal to introduce a new qualification from the College of Science. She highlighted the following points:

- Professor Lawson wished for there to be discussion on the proposal prior to presenting the final CUAP proposal to encourage high-level thoughts rather than detailed discussion on the mechanics of the proposal.
- This was the first major undergraduate development from Science in some time, since the introduction of the Bachelor of Speech and Language Pathology.
- The proposal is being co-created with Lincoln University.
- Features of the qualification include: Undergraduate research, community engagement, experiential learning, and Social Mission.
- Teaching would focus on research skills and engagement with the likes of the Living Laboratory.
- Currently they have developed only one major (Environment and Community) but others are envisaged.
- Internal and External strategic drivers were covered.
- A comment on accelerated learning, 180 points per annum, for a two-year completion was also made.

Questions and comments from the floor included:

- What are the envisaged employment/graduate destinations?
  - What other similar qualifications exist and what have their experiences been?
    - Market research has been undertaken including discussion with potential employers, which has been positive and enthusiastic.
  - How might this affect existing qualifications, particularly those with existing interactions with external parties (e.g. Regenerate Christchurch)?
  - Why do you see this as a stand-alone programme rather than a change to the teaching of existing qualifications?
    - Our experience shows that something new seems to create new (increased) interest, more than transferred interest.
    - The programme has a strong emphasis on process design rather than content design.
  - How might other majors be included?
  - Is there room for kaupapa Māori methodologies within the new initiative?
    - This is intended to be part of the programme.
    - The Ngai Tahu Research Centre has been involved in the development.
  - The definition of research is critical to this discussion.
    - Research as a process is important to the programme.
    - Also aiming for the students to identify the problem.
  - How is ethics, particular human ethics, been involved?
  - Who will own the outcomes of student research work?
  - Have the equity issues of accelerated learning been considered? (Are less well-off students excluded because of the need to work?)
    - Other issues are also important, for example this will see significant savings in reduced accommodation rentals.
  - Is there a risk that two-year degrees could undermine the quality of the degree and other Canterbury qualifications?
    - Accelerated learning has already been accepted elsewhere including UC.
    - Only some students would be permitted this pathway.
    - The same QA standards will apply.
-

- A member noted that the College of Science is still in discussion on the proposal and a special working party to look at issues such as logistics and rationale is still to meet.
- The College Market research had highlighted that “applied” is often associated with “dumbed-down” and “research” associated with “boring”.
  - Could “empirical” be substituted for “applied”.

The Chair thanked the Pro-Vice-Chancellor and the Board for engaging in this high-level discussion in a constructive manner. It was his desire that future Board meetings afford this type of engaged debate.

#### **4. VERBAL REFLECTION ON THE ACADEMIC STRATEGY DAY**

The Chair noted the discussion just held and asked the question whether the day held was useful? Feedback included:

- Appreciation for the format held as it permitted wider discussion.
- There was expectations to see outcomes from the meeting.
- Can some alternative engagement techniques, other than post-it-notes, also be used.
- The timing of the meeting was excellent.
- A second meeting in the year would be useful in order to maintain progress.

Dr Andrew Bainbridge-Smith  
**Secretary**  
**Te Poari Akoranga – Academic Board**  
 16 March 2018