COUNCIL

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

EMBARGOED UNTIL 2pm WEDNESDAY 28 NOVEMBER 2018

Agenda

Date **Wednesday 28 November 2018**
Time 2.00pm

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 (31 October 2018) 1-6

4. MATTERS ARISING

5. FROM THE CHANCELLOR
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   5.2 2018/19 Council Work Plan
   5.3 April 2019 Graduation Ceremonies 9
   5.4 Degrees Conferred in Absentia

6. FROM THE VICE-CHANCELLOR
   6.1 Monthly Report 11-47

7. FROM THE FINANCE, PLANNING AND RESOURCES COMMITTEE 49
   7.1 Pasifika Strategy Review 51-76

8. FROM THE ACADEMIC BOARD
   8.1 Academic Board Report 77-79

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

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

Item on Public Excluded Agenda	General Subject Matter	Reason for passing this resolution in relation to each matter	Grounds under section 48(1) for the passing of this resolution
4	Minutes of the meeting held on 31 October 2018 with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5	Matters arising from those minutes		
6	**From the Chancellor**		
6.1	Emeritus Professor nomination	To protect the privacy of natural persons.	7(a)
6.2	Memorandum of Understanding – Ngai Tahu	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)
6.3	Election of Chancellor	To protect the privacy of natural persons.	7(a)
7.	**From the Vice-Chancellor**		
7.1	Risk Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8.	**From the Finance, Planning and Resources Committee**		
8.1.1	UC Futures Summary Report	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.1.2	Rehua Readiness for Service IQA	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.2	2019 Budget	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.3	Recreation Centre Business Case	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.4	Hall of Residence Implementation Business Case	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.5	UCIC Agreement Renewal	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.6	UCSA Programme and Budget Reset	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.7	UCSA Lease	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.8	Insurance Renewal Update	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.9	Student First Monthly Report	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.10	Movements in Year End Forecast to October 2018	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.	**Strategic Discussion**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
10.	**Protected Disclosures**	To protect the privacy of natural persons.	7(a)

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

9. REPORT FROM THE PUBLIC EXCLUDED SESSION
   9.1 2019 Budget

10. GENERAL BUSINESS

11. NEXT MEETING –**Monday 10 December 2018 at 2pm.**

COUNCIL

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Minutes

Date	**Wednesday 31 October 2018**
Time	4.05 pm
Venue	Council Chamber, Level 6 Matariki
Present	Dr John Wood (Chancellor), Dr Rod Carr (Vice-Chancellor), Ms Sue McCormack (Pro-Chancellor), Mr Peter Ballantyne, Ms Catherine Drayton, Professor Roger Nokes, Mr Warren Poh, Mr Josh Proctor, Mr Malcolm Peterson Scott, Mr Shayne Te Aika, Mr Steven Wakefield.
Apologies	None
In Attendance	Mr Jeff Field, University Registrar Mr Bruce White, Acting Registrar Professor Ian Wright, Deputy Vice-Chancellor Ms Alex Hanlon, Executive Director, Learning Resources Mr Keith Longden, Chief Finance Officer Ms Jacqui Lyttle, Risk Manager Ms Robyn Nuthall, UC Futures Programme Director Mr Richmond Tait, Business Finance Director Mrs Raewyn Crowther, University Council Co-ordinator
CONFLICTS OF INTEREST	No conflicts of interest were raised.
MINUTES	The minutes of the meeting held on 26 September 2018 were approved and signed as a correct record.
MATTERS ARISING	There were no matters arising that were not covered by agenda items.
FROM THE CHANCELLOR	**Chancellor's Meetings** The schedule of meetings was provided for information.

Council Work Plan 2018
An updated copy of the Work Plan was tabled and the changes made since the plan was last tabled were noted. Revised times for various meetings were noted, in particular the 28 November Council meeting which members had agreed should start at 2pm that day.

Constitution
Council was advised that the change to the University's constitution limiting Council members' service to 12 years had been gazetted.

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

FROM THE VICE-CHANCELLOR

Monthly Report
Dr Carr presented the report which was taken as read. The following points were highlighted:

- There had been a significant increase in the numbers of applications to enrol for both domestic and international students. Accommodation had been oversubscribed in anticipation of a number of applicants declining their places.
- Teacher Education had an increase of 30% in applications.
- The EQC claim for damage to the halls of residence had been settled and the funds received. UC would be hosting a Canterbury Earthquakes Symposium run by the Department of the Prime Minister and the Christchurch City Council on 29 and 30 November, with 300 invited participants.

Moved

That: The Vice Chancellor's Report be received.

Carried

FROM THE AUDIT AND RISK COMMITTEE

Mr Peter Ballantyne, Chair of the Audit and Risk Committee, presented the papers referred to Council from its meeting of 15 October 2018.

Health and Safety Report

The report on Health and Safety was discussed and the following points were highlighted:

- Including information on legal cases had been useful
- There were no notable unmitigated risks on campus
- UC students requiring mental health services were able to access support in a timelier manner than at other universities.
- A visit had been made to the Emergency Operation Centre. Audit and Risk committee members were briefed on the organisation structures and operation of the centre in an emergency situation. An exercise had been held the following day. Feedback from the Vice-Chancellor indicated that the team had performed well in the exercise, were well trained and well-coordinated. The exercise had highlighted that social media provided challenges for the control of communications and the ability for senior

members of staff or Council to engage with the media was a realistic risk in emergency situations.

Moved

That: Council note the Health and Safety Report.

Carried

External Audit Programme

Mr Ballantyne described the planned audit programme noting that while the report would follow a standard format, this would be the first year that consolidated accounts would be included. It was noted that since this was presented to the Audit and Risk Committee meeting it had been clarified that the Chancellor did not need to sign the letter of engagement.

Moved

That: Council note the Audit Plan to 31 December 2018.

Carried

Service Performance Reporting

The report on Service Performance Reporting was discussed and the following points were highlighted:

- The comprehensive nature of the report was acknowledged
- Early adoption of the standard was recommended.

Moved

That: Council approve the early adoption of PBE FRS – 48 Service Performance Reporting.

Carried

UC Policy: Treasury Management Framework

The report was taken as read and the additions and changes to the policy were noted. This was a Council policy and was being reviewed as part of the regular review cycle. It was noted that this policy did not apply to the UC Trust Funds or the UC Foundation.

Moved

That: Council adopt the Treasury Management Framework Policy.

Carried

FROM THE FINANCE, PLANNING AND RESOURCES COMMITTEE

The Chair of the Finance, Planning and Resources Committee, Ms Catherine Drayton, reported on the items that the Committee referred to Council from its meeting on 15 October 2018.

CAPEX Quarterly Report to 30 September 2018

The Quarterly Capex Report was taken as read and Ms Drayton noted that it provided a useful mechanism to keep track of smaller capital items.

Moved

That: Council note the CAPEX Quarterly Report to 30 September 2018.

Carried

Correspondence Regarding $50M Payment

Ms Drayton noted that the correspondence had been provided for information and that the funds were now with UC.

Moved

That: Council note the correspondence regarding the $50M Government payment.

Carried

FROM THE ACADEMIC BOARD

Academic Board Report

Professor Ian Wright presented the report from the meeting of the Academic Board. In discussion of the Academic Board meeting it was noted:

- TEC had released its terms of reference for the PBRF review. There was some concern with the proposed lengthening of the time cycle as a longer cycle would be detrimental to UC while it was still in its recovery phase with fewer staff.
- Publishing research in journals was becoming increasingly expensive as publishers were demanding payment to access articles rather than them being in the free public domain. Publishing in Open Access journals also had costs and would impact on PBRF and the UC promotions process which required publication in certain tiered journals.

Graduating Year Reports

The reviews had highlighted a lack of marketing as being a possible reason for low uptake of some courses. Better market research was now undertaken prior to the development of a course. The need to learn the lessons from courses being withdrawn was noted especially as deleting courses could damage the reputation of the institution.

Changes to the Academic Dress and Specifications Regulations

The recommended changes were required ahead of the December graduations.

Moved

That: Council:

i) note the Academic Board Report

ii) approve the Graduating Year Reports (GYRs) endorsed by the Academic Board for forwarding to CUAP

iii) approve the minor changes to the Academic Dress and Specifications Regulations.

Carried

PUBLIC EXCLUDED MEETING Moved

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

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4	Minutes of the meeting held on 26 September 2018 with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5	Matters arising from those minutes		
6	**From the Chancellor**		
6.1	Report from Honours and Appointments Committee	To protect the privacy of natural persons.	7(a)
6.2	Emeritus Professor nomination	To protect the privacy of natural persons.	7(a)
6.3	Executive Committee Report – Homestead Lane	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)
6.4	Vice-Chancellor Farewell	To protect the privacy of natural persons.	7(a)
6.5	Call for nominations for Chancellor	To protect the privacy of natural persons.	7(a)
7.	**From the Vice-Chancellor**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8.	**From the Finance, Planning and Resources Committee**		
8.1	UC Futures Reports		
8.1.1	Summary Report	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.1.2	CETF Close-out	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.1.3	RRSIC Stage 2 Increased Costs	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.1.4	Rehua Increased Costs	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.1.5	GOG Quarterly Report	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.2	Student First		
8.2.1	Monthly 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)
8.2.2	Student First Stage Gate Report	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.3	Financial Report to 30 September 2018	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.4	Movements in Year End Forecast to September 2018	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.	**From the Audit and Risk Committee**		
9.1	Draft Minutes 15 October 2018	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
9.2	Lessons for UC from the CBA Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
9.3	Risk Appetite	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	Strategic Risk Register Review	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)

10.	**Strategic Discussion**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
11.	**Protected Disclosures**	To protect the privacy of natural persons.	7(a)

and that the relevant University management representatives 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.

Carried

REPORT FROM THE PUBLIC EXCLUDED SESSION

Members returned to public meeting at 6.23pm. There were no items reported to the public meeting

GENERAL BUSINESS

There were no items of general business.

The meeting closed at 6.23pm.

NEXT MEETING

The next meeting is scheduled for 2.00pm on Wednesday 28 November 2018.

SIGNED AS A CORRECT RECORD: _____

DATE: _____

Memorandum

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

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	Council Members
From:	Dr John Wood, Chancellor
Date:	21 November 2018
Subject:	**CHANCELLOR'S MEETINGS**

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

- Special pre-Graduation opportunity for student (due to imminent death of his mother)
- Executive Committee meeting
- Social occasion with incoming UCSA Executive
- UC Foundation end of year lunch
- Hosted farewell drinks for Ambassador Rosemary Banks
- Chancellor's Dinner briefing
- DSG Pre-strategy meeting
- UCF Board meeting
- Hosted Chancellor's Dinner*
- Attended 100th Anniversary of Armistice Day at the Memorial Window, Arts Centre, and laid a wreath on UC's behalf
- Met with visiting local National MPs
- Meeting of the Honours and Appointments Committee
- Pre-meeting for the video-conference with Professor de la Rey
- Canterbury History Foundation meeting
- Video-conference with Professor Cheryl de la Rey
- Met with Ngai Tahu to negotiate Memorandum of Understanding
- Attended NZUS Council AGM and farewelled UC student interns to Washington DC
- Executive Committee meeting
- Finance Planning and Resources Committee meeting
- Video-conference with Professor de la Rey with the Pro-Chancellor and DVC, and the Lincoln University Executive Committee
- Attended a farewell dinner for Tim Groser, former Ambassador to Washington
- Vice-Chancellor Employment Committee meeting
- Executive Committee meeting

J. J. Wood

Dr John Wood
Chancellor

Memorandum

Records, Examinations and Graduation
Samantha Eason, Senior Officer
Extension: 95513
Email: samantha.eason@canterbury.ac.nz

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	Jeff Field, University Registrar
From:	Samantha Eason, Senior Officer - Records, Exams and Graduation
cc:	
Date:	21/11/2018
Subject:	April 2019 Graduation Dates

Dear Jeff,

I would like to advise University Council and SMT of the following College dates for the April 2019 graduation ceremonies.

Tuesday 16 April 2019

10am - College of Engineering

2pm – Colleges of Education, Health & Human Development, and Business & Law

Thursday 18 April 2019

10am - Colleges of Arts and Science

Yours Sincerely,

Samantha Eason

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

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

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

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1. INTRODUCTION

After ten years, this is my final written report in this format as Vice-Chancellor. While recovery from the seismic events of 2010 and 2011 is not complete it is substantially done with the majority of our focus now on transformation and growth. Applications to enrol for 2019 show significant increase across all five colleges. We are budgeting on a small operating surplus from business as usual in 2019, the first time since 2010. We are budgeting on over 70 new staff positions in 2019 to support recent and forecast growth. The University will be in the position to be debt free by this time next year. The position we find ourselves in is due to thousands of people – staff, students, alumni, politicians, friends and supporters. Recovery was not inevitable and it has seemed like a long hard slog but a great institution has been protected and developed to play its part in the city, the region and the nation in decades to come. It has been a privilege to have been associated with this University and I take pride and joy in our accomplishments. I owe a debt of gratitude to all those who played a part.

2. STRATEGIC MATTERS

2.1 Kia Tōpū

The Kia Tōpū programme to strengthen, enhance and focus UC's work in researching and teaching about the future of food in the world continues at pace. Underpinning this work is our view that the planet's people should have access to sustainable and equitable access to healthy food. UC has, since its inception, been involved in the sciences of biology, chemistry and physics and for many years had a constituent college, Lincoln College, for agriculture and horticultural studies and related disciplines. However, Kia Tōpū represents a major new initiative to combine and link many disciplines across the whole of UC to address the mission of "co-creating knowledge and expertise to support the sustainable production, efficient processing and secure distribution of health food".

In practical terms, this means that UC is developing new programmes of study and degrees to support this mission while also developing the research institute previously described in this report. UC has recently commissioned and received the first results of international market research into the workforce education needs of China and India in these fields. This research is showing that there is a clear need for inter-disciplinary and multi-disciplinary degrees which canvas a range of education and skills from economics to big data analytics through to protein science. This research will form part of the information used to narrow down the types of degrees most suited for the future of food in the world and associated jobs.

2.2 UC Futures

In December 2018, UC will hold a blessing ceremony for its rebuilt Rehua building (formerly the Commerce building). This building incorporates cultural elements and references to ground it thoroughly in Waitaha Canterbury, its people, and flora. It will include the use of the traditional poutama design embossed into panels and UC's kōwhaiwhai pattern. The designs in the building are based on a cultural narrative commissioned by Athfield Architects. It references matai and the building includes a small element rimu tapawood salvaged from the Commerce building before it was decommissioned after earthquake damage. The rebuilt building is 100% of New Building Standard including a new steel frame built into all three wings of the building. This is the last of the big post-earthquake rebuilds covered under the Crown Funding Agreement and the blessing will be a significant milestone for UC.

UC has a regular five-year review cycle for all degrees including undergraduate bachelor degrees. Since 2013, UC has used this opportunity to implement the new UC-wide graduate attributes. In the last quarter of 2018, we completed the review of all bachelor degrees for these graduate attributes, with the Bachelor of Engineering with Honours being the last.

This will mark the end of the project established under UC Futures to introduce the graduate attributes into the curricula of all UC bachelor degrees.

With the formal closing of the Canterbury Engineering the Future (CETF) project this month, it is likely that UC will begin 2019 with only three of its five projects still running. In 2019 we will complete the other three projects: the Rutherford Regional Science and Innovation Centre construction, Rehua building construction and move of the College of Education, Health and Human Development.

2.3 Graduate Profile Highlights

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 programme reviews for all major qualifications are complete so that all have undergone a programme review relative to the Graduate Profile. Curricular and co-curricular activities are available over the summer session.

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.

The University Centre for Entrepreneurship's 10-week Summer Startup programme runs over the summer, from 19 November to 8 February, giving students an opportunity to work on their commercial or social enterprise venture. They will have an opportunity to learn Lean Business Methodology and gain supportive mentoring.

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 incoming UCSA Vice-President had an opportunity to engage with students across New Zealand as part of a symposium on enhancing outcomes for Māori and Pasifika students. UC's approach to BiCC was presented nationally and the work done was noted. The Office of the AVC Māori is continuing to work with Colleges to enhance the offerings further.

Office of AVC Māori was included in the UC group, led by Assistant Vice-Chancellor Catherine Moran, participating in the Academic Quality Audit symposium on 31 October. It focused on the topic of the Cycle 6 Enhancement Theme, "Access, outcomes and opportunity for Māori students and for Pasifika students". Participants included academic and professional staff as well as Māori and Pasifika students from all universities. The themes of this symposium were: access, student success and organisational change.

A significant discussion point was the organisational and culture change needed for the whole of the University to take responsibility for Māori and Pasifika student (and other student) success and "flip the deficit model". This reflects positively on the mahi being carried out at UC to support the Bicultural pillar of the Graduate Profile as being necessary and transformative, although this mahi is only partly under way.

The final BICC hui for 2018 will be held on 28 November, led by Dr Russell.

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.

The introduction of Children's University brings many opportunities for our students to take part in Community Engagement activities. Engagement through existing clubs like SVA as well as new opportunities through engagement with Learning Destinations in Canterbury, will see students have an expanded range of engagement with our local community. Community Engagement continues to be where students obtain the greatest number of hours on their Co-curricular Record.

Attribute 4: Globally Aware

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

International teams in colleges continue to work with IRO around broadening student exchanges. Work around making the curriculum more 'exchange-friendly' is being considered, including work around pre-requisites. Students have been continuing to take part in exchanges.

2.4 International

Applications to enrol by full-fee students were up 26% compared to the budget of 17% growth, however it is very early in the cycle. Plans are under way to further improve conversion rates.

As at 7 November, over all international Offers of Place accepted were up by 27% compared to 2017, full offers of place issued were up 26%, conditional offers of place issued up 14%, and applications being assessed up 56%. The Conversion Management Team (CMT) joined the Live Chat pilot from end of October running through to December 2018. The CMT focus is on high priority applications for February 2019 including in time communications to convert conditional and full offer prospects, phone campaigns scheduled for end of November and continuing to reach out via WeChat to China full offer prospects. CMT is working with both Communications and Student First regarding November and December conversion campaigns.

A group of eight students from the University of Oxford spent three weeks at UC undertaking a programme called Re-imagining the City: Christchurch. This is the second year that this programme has run.

A visit to the United States in October focused on new business development with several new Study Abroad agreements to be signed as a result.

Recruitment trips were carried out in China and the International Director travelled to Sri Lanka and India visiting agents, attending fairs and meeting prospective students. The Associate International Director also attended fairs and events in Paris.

As of 8 November, 26 NZ Scholarship students were confirmed to start at UC in 2019 (three via CCEL). In 2018, a total of 19 NZ Scholarship students started at UC. UC has been reconfirmed by Ministry of Foreign Affairs as an appropriate provider of NZ Scholarship services.

3. CHALLENGE

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

3.1 Marketing

Our in-market presence continued throughout October with the Enrol Now, Alumni and Summer School campaigns all in market. We also rolled out college-specific campaigns including Business (both online and outdoor), Arts, MBA, EDP and Law.

Our UC Me 2019 evolution was finalised with a tweaked look, but the concept remains largely the same. All 26 students for next year were confirmed and interviewed during October and we are working on their stories in preparation for the April launch. We completed the 2018 UC Me student videos which are being rolled out across social media (paid and organic) and other online channels. Work continued on the new Auckland recruitment video for the Liaison team and Study Abroad video with IRO.

We completed the covers photography for the 2020 publications – Intro to UC, Undergraduate Prospectus, Postgraduate Prospectus, the Guide to Enrolment, and the Accommodation Guide. We also completed additional shots for Open Day/Info Evening/O Week. The Student Voice look and feel was finalised.

October was busy for the Digital team, with two major projects well under way: the upgrade of T4 and the implementation of the new website search appliance. The new website search will be tested and put live soon, with communication to the wider UC community after that. We worked closely with Arts, Education and Science to help them migrate into the new landing page template giving them more opportunity to promote the college. The team worked closely with Student Services to trial a Live Chat facility on the website with a view to making it a more permanent feature if successful.

October saw completion of the last major publication for the year, the Calendar. The team is in planning mode for 2019. They also released a first proof to stakeholders for the 2019 Intro publications earlier than previous years to help with demand.

Social Media continued to engage well with both current and future students via a number of initiatives such as student takeovers and competitions, with our followers increasing year on year.

3.2 Liaison

October saw the Liaison team busy providing assistance to future students through course planning, scholarship advice, ATE assistance and accommodation application, acceptance and follow-ups. A total of 101 appointments were made, of which 43 were for the adult 20+ market, 52 for school leavers and a further 6 for gap-year future students.

UC Bound events were held in Wellington and Invercargill aiming to convert and retain future students through connecting regional students before the start of 2019 and providing pastoral care links between the Go Canterbury student leaders for 2019 and the Wellington-based recipients. Parents were included in the evening with an information session. Attendees appreciated each activity. In October, 56 prospective students and whanau attended a campus tour.

3.3 Admissions

October was busy for Admissions, prioritising students wishing to start in February 2019. The majority of these are for postgraduate qualifications. Different projects associated with the Student First programme included updating letter information, improving the pro forma invoice, and looking at admissions improvements in myUC. Teaching applications from Canada are still coming in. This cohort increased again this year and we are processing the offers so they can arrive in early January.

3.4 Contact Centre Shared Services

Shared Services has been working on the new data model for storing scholarships information in Community Force and the scholarship guideline regulations template consultation. Shared Services assumed the role of project coordination for the re-imagined process for international enrolment 2019. 50 UCIC enrolments were processed.

In October, the Contact Centre responded to 3,577 inbound phone calls, sent 2,090 emails, and responded to 52 AskUC live chats. Inbound phone calls show a 12% decrease compared to October 2017, probably largely due to improvements made to myUC. AskUC is an exciting development with 77% of chats coming from prospective students, and 60% of chats relating to the enrolment process and questions about award and course selection.

3.5 Enrolment

October foot traffic increased at the Student Services Centre as summer and 2019 courses went live, and eager students came in for assistance to apply for courses. The new course selector was well received, with students finding the system easier to navigate. We welcomed and enrolled the newest cohort of 96 Business Taught Masters students (BTM) (previously known as EDP students) in the first week of October. Enrolment processing went smoothly with the BTM team doing a great job preparing students on the day. Enrolments and BTM met to discuss the process retrospectively, and we are working together to streamline the process even further.

STAR enrolments, College of Education, Health and Human Development police vetting and Doc Val/NSI matching slowly increased throughout October, providing a steady stream of back-office processing alongside increased foot traffic. The Enrolment team is preparing to assist the Scholarships Team with data entry. Planning for International Enrolment in Person 2019 continues to be a priority.

3.6 Accommodation

On 2 October, 1,718 room offers and 101 waitlist offers were made. 1,502 offers have been confirmed and 63 remain on waitlists for (mainly) Bishop Julius Hall, College House, and Rochester and Rutherford Hall. Other applications were at various stages of acceptance and new applications continued to come in, with focus moving to the international market. Waitlisted students were given alternative options and could choose to remain on a waitlist or receive an offer from another hall with availability. To meet the demand for first-year fully catered accommodation, Ilam Apartments offered a 41-week fully catered contract, and 65 students accepted this offer. Applications for one semester or from students studying at another tertiary institution in Christchurch, will remain on hold until mid-December to ensure we have sufficient beds for international students. International students have until 1 December to apply to be guaranteed a room within Ilam Apartments.

The students from Tokyo City University were working on bicultural confidence and competence for their marae trip. They learnt their mihi and a waiata. They also participated in community service projects through CHCH101 as well as completing the ENVR101 and EDUC103 courses.

3.7 Scholarships

The UC doctoral and master's scholarships round closed in October with nearly 300 (222 doctoral and 77 master's) applications submitted. An additional 25 scholarships aimed at postgraduate studies also closed in the month. Processing began.

A further 25 primarily postgraduate-level scholarships were open for application and due to close in November. October also saw scholarship offers made for school leavers. 391 prospective students were each offered at least one scholarship to support the start of their studies at UC next year. We have begun the review process of this year's round.

3.8 Careers

UC Careers facilitated workshops with both academic and service staff on enhancing work integrated learning (WIL) systems, processes and culture at UC. These have been very productive, resulting in clearer strategies of supporting WIL at UC. Ensuring health and safety requirements are met and understood by all stakeholders is an important element, and in collaboration with UC Health & Safety, HR, Communications, and AV, UC Careers facilitated the development of a video for students outlining health and safety requirements, expectations, resources and relevant contacts. The video presenter was a UC student and Careers Ambassador.

At a recent Association of Graduate Employers (NZAGE) Summit, it was announced that UC tied with Auckland University for the most acknowledgements from employers for exceptional careers service support. Planning and preparation for supporting employers to engage with students in 2019 are already well under way.

The ongoing development and enhancement of the Co-curricular Record (CCR) is assisted greatly by the contribution made by the CCR Activity validators. These UC staff voluntarily give up their time to encourage and support students in over 50 activities and assist them to reflect on their work readiness skills and progress to achieving graduate attributes as a result of their participation. Validators' contributions will be acknowledged at an end-of-year morning tea. As at 31 October there were 1,817 CCR registrations, of which 373 students have graduated.

UC Careers staff are looking forward to supporting NZ scholarship students in 2019 in a more formalised way than previously, and also contributing to the UC Employability Portfolio being introduced by the Business School in 2019. Work is being done in preparation for these work streams.

3.9 Pacific Development

3.9.1 Outreach

The UCMe XL programme ran during the first week of October, with all secondary schools invited to nominate Pasifika students studying NCEA levels 1 – 3 to participate. The programme provided free transport, learning resources, and tutoring for more than 60 Pasifika students who attended each day.

3.9.2 Retention

Pacific Advisors had 201 engagements with students during October, most of these for academic reasons. All students who came under academic progress review in July were followed up to see how their semester went and to offer appropriate assistance if needed. Pacific Development Team (PDT) study sessions were held during study week where venues and resources were provided as an incentive to get students on campus studying to prepare for exams. Our 2018 mentors were celebrated in a joint celebration with the Māori Development Team Tuākana, UniLife Leaders, ELDP leaders, and general UC mentors. All mentors were presented with an ula lole as a gift and enjoyed a barbeque, band and activities.

3.9.3 Staff

PDT participated in the annual Association of Pasifika Staff in Tertiary Education (APSTE) conference hosted by Ara Institute of Canterbury this year. PDT played a large role delivering two workshops as well as the opening keynote speech.

3.10 Student Experience

3.10.1 MME Doctoral Academic Writing workshop series (pilot)

Ten Marketing and Management PhD students, eight of whom were international (80%), participated in the October MME PhD Academic Writing workshop. The Student Experience team, Academic Skills Centre, and department of Management, Marketing and Entrepreneurship collaborated on these monthly seminars to enhance the PhD students' academic writing and progress their thesis while developing peer-support capability. Students nominated the seminar topics in line with their writing priorities, and this month the focus was on abstracts.

3.10.2 Emerging Leaders Development Programme (ELDP)

In October we talked with the outgoing ELDP executive members to evaluate the year, as well as with the incoming exec members and the exec team coordinator to determine personal development plans for the year ahead. Nine exec members attended the breakfast on 24 October to thank the 2018 ELDP exec team for their contribution. Nine of the incoming 2019 ELDP exec team attended a five-hour planning workshop and team-building exercise on 25 October. The decision was made to focus on graduate attributes and create an even stronger sense of belonging through Semester 1.

3.10.3 Go Canterbury

There are 133 students in the Go Canterbury programme which is a 94% retention rate for the year. Term 4 of Go Canterbury fits under the UC Graduate Attribute 'Employable, Innovative, and Enterprising' focusing on networking skills, getting set up for summer jobs and internships, and gaining experience organising events.

The following took place in October:

- Go Canterbury 2019 student leaders meeting
- Interviews for the Go Canterbury 2019 student leaders were held and the 12 positions filled
- The 2019 student leaders and coordinator had their first meeting and discussed ideas for Go Canterbury 2019
- Go Canterbury farewell – 114 students and student leaders attended the farewell and evaluation shows most students enjoyed the event (89%), felt more connected with their fellow students (88%), and felt well supported by their student leaders (88%).

- UC Bound Wellington – three 2019 student leaders who are from Wellington went to support the Liaison team at the UC Bound event. They answered prospective students' questions, promoted Go Canterbury and acted as UC ambassadors.

3.10.4 UniLife

The purpose of UniLife is to connect with local students who are not in halls. The Student Experience Team (SET) employed a comprehensive recruitment strategy for UniLife student leaders. We received 39 expressions of interest, shortlisted to 16 for interviews, and places were offered to 12 students. At meet-and-greet lunch with the new team on 26 October, leaders were paired up and asked to discuss their focus area for 2019. Feedback was positive and leaders are excited to begin planning the programme. Formal training will take place 4-5 February 2019.

3.10.5 Mentoring

SET Mentoring, MDT, PDT, and UniLife held an end-of-year celebration on 16 October, and 55 mentors attended.

The UC Mentoring review was completed in October and an action plan is under way for 2019. Highlights include:

- Collaboration with PDT and MDT for training, development and celebration events
- Target cohort focus on: first in family, postgraduate, CUP, STAR, adults, international, disability representation
- Aim to build a stronger mentor community on campus

3.11 UC Sport and Recreation and Wellbeing

3.11.1 Participation

The RecCentre had 30,796 visitors through the turnstiles in October. Of this number, 25,645 were students and the remainder included staff, community and casual users. 200 new students registered this month, continuing the steady growth from ongoing social media and other promotions related to wellbeing.

3.11.2 Collaboration

UC Rec & Sport is looking to develop and, in some cases, reconnect with our key partners within and outside the university. We are jointly planning the next year's range of services with the College of Education, Health and Human Development to provide improved educational outcomes for students through meaningful and relevant internship opportunities, a programme that staff can fully engage with and research opportunities for both staff and postgraduate students. This will also be undertaken in partnership with High Performance Sport NZ (potential research and service recipient) and the Christchurch City Council (Ngā Puna Wai and Metro Sports as facility provider) with the aim of creating a stronger pathway for our UC students and staff, from research and study on campus to real-world delivery in sporting facilities and services.

In consultation with the heads of halls, we have restructured Hall Sport for 2019. We plan to deliver three larger scale events throughout the year, rather than a lot of smaller less connected events, and have added more participation activities for those who aren't as competitive.

Planning for the first event in Semester 1 is under way with the objectives of increasing connections between students new to UC, creating a sense of belonging for students to their halls and to UC, and promotion of physical activity and participation. These objectives all contribute positively in the areas of retention, student success and overall student wellbeing.

We are finalising social sport leagues for 2019. We added extra leagues to meet demand and we are running a staff social tournament in Semester 1. If there is sufficient demand for the staff tournament we will run a staff social league for the remainder of the year. The overarching goal of social sport is to increase participation which has direct positive impacts on the areas of wellbeing mentioned above.

3.11.3 Wellness Activities

We supported YouDay Tuesday, a wellness event organised by Thursdays in Black with the College of Business and Law. At the recent meeting of the group, papers were presented on training for staff dealing with students (and staff) in distress. A number of issues and barriers were identified and these have driven the design of the new model which was generally supported by the group, subject to some minor change. The new model will continue to be worked on and will be ready ahead of Semester 1 next year.

Tracy Clelland of the School of Health Sciences presented a new wellness initiative for students and staff for feedback. After assessing what is working at UC and a review of what other universities are doing globally, the initiative is designed to provide students a set of general skills that young people need, tied to graduate attributes and with a focus on employability. Discussions are under way with several external partners who may support this initiative, including ACC and Southern Cross.

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

Academic Services Group has been working on a range of activities. The main Semester 2 course evaluation was completed with 233 courses. This set of surveys had a 70% response rate with over 10,450 respondents. Results will be available after student results are released. As usual, further teaching surveys and special course surveys continued.

Academic and service unit staff and a UCSA representative attended the recent Academic Audit Enhancement theme symposium in Wellington and presented on institutional transformation and the Bicultural Confidence and Competence theme. The symposium included staff and students from all New Zealand universities and its findings will contribute to a two-year project on improvement in access, outcome and opportunities for Māori and Pasifika students.

Summer School enrolment figures were tracking well. There were 995 students enrolled in Summer School courses, which is significantly more than at a similar time last summer (750). Most Summer School courses started in the week of 19 November. Last year the total number of Summer School students was 1,258. It is not yet clear if students have started enrolling earlier or if more students will be enrolling in summer courses.

The STAR programme was promoted to all NZ secondary schools. Applications and enquiries for 2019 have begun.

Hagley College will run its Intensive Catch Up College again from mid-January to mid-February for students who narrowly failed NCEA University Entrance. A process was agreed upon with Hagley College to handle the application approvals into UC. Last year, the number of students choosing Te Kura Correspondence School to catch up on NCEA increased. Discussions on streamlining the process to handle the application approvals into UC continue.

Peer Review for the Graduating Year Reviews for the universities of Auckland and Otago was completed. The 2019 A3 Red and Black Calendar was distributed and orders were being finalised for the distribution of the 2019 UC Calendar.

The Graduation Destination Survey resulted in a response rate of approximately 30% and analysis is ongoing. An investigation is under way looking at common CUP to UC pathways and assessing where successes or challenges are occurring.

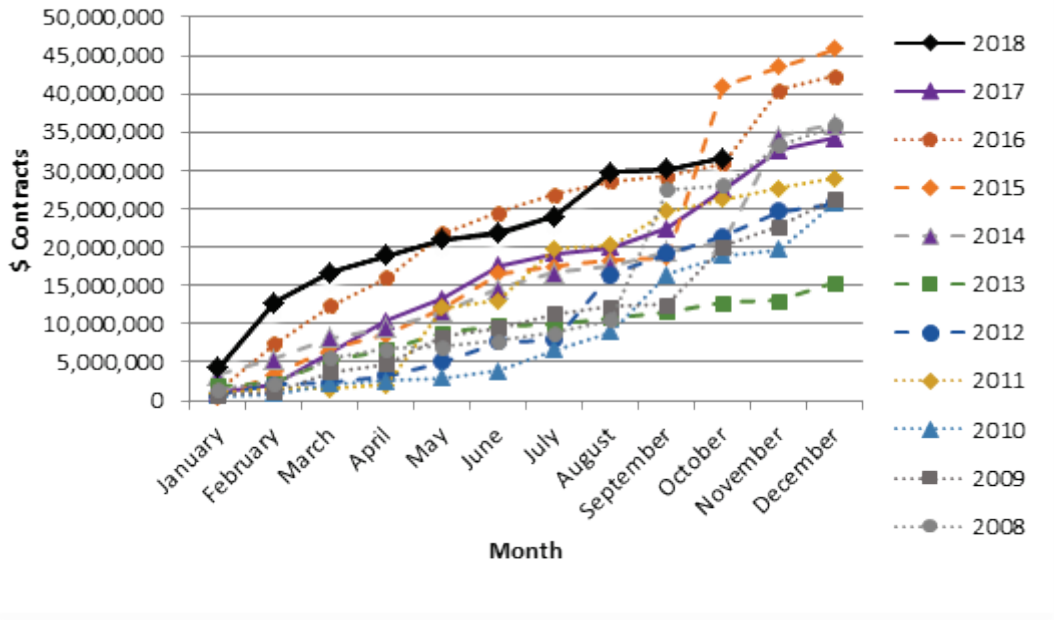
4.1.2 Research

Royal Society Te Apārangi elected 20 new Fellows, including two UC researchers: Professor Angus Macfarlane (School of Teacher Education, Office of the AVC Māori) and Professor Jason Tylianakis (School of Biological Sciences).

The results of the Marsden Fund 2018 saw UC funded for eight projects, worth $4.3M. The projects include:

- Dr Laurie McLay: *Are genes all that matter?*
- Professor Paul Millar: *Kōrero mai. Tell us your earthquake story*
- Dr Heather Purdie: *Cracking under pressure: do crevasses make glaciers melt faster?*
- Dr Sylvia Nissen: *Youthquake, a decade on*
- Associate Professor Mathieu Sellier: *Indirect measurement of lava rheology*
- Dr Steve Weddell: *High resolution satellite imaging without artificial beacons*
- Dr Geertrui Van de Voorde: *The geometry underlying rank-metric codes*
- Professor Felipe Voloch: *Hearing algebraic curves and factoring polynomials*

R&I are managing 393 research contracts, worth a total value of $143.6m. In 2018 year to date, 216 contracts worth a total of $33.5million were executed, and 38 contracts worth at least $16.2m were pending (i.e., in the process of being executed). UC holds 76 National Science Challenges contracts worth $23.9m and 60 CoRE contracts worth $32m (with 2 NSC/CoRE contracts pending, worth $0.1m).



4.2 Research Development

Proposal development and internal review continued for proposed Smart Ideas and Research Programmes for the 2019 MBIE Endeavour round.

4.2.1 Research Reputation

Further subject rankings were released by Times Higher Education which placed UC in the following global rankings: 101–125 in Pre-clinical, Clinical & Health, 176–200 in Psychology, 251–300 in the Life Sciences; and 301–400 in Physical Sciences. The Engineering, Technology subject rankings will be released in late November.

Internal work progressed on collating names and contact details of supportive international academics and national/international employers for submission to QS in preparation for the annual QS survey that will underpin some of the QS ranking scores for 2019-2020.

4.2.2 Postgraduate Research

October student numbers:

- Doctoral students totalled 1,071
- There were 841 masters students doing their theses
- 11 new doctoral students enrolled in October, bringing new enrolments to 180 for the year to date
- 21 doctoral students submitted, bringing the total to 144 for the year to date
- 17 successfully completed their thesis examinations bringing the total to 117 this year, while a further 18 master's thesis students were examined bringing the total to 204.
- No students failed.

Other activities

- The Postgraduate Deans visited China in October to participate in the annual China Scholarship Council Postgraduate Recruitment fairs. 100 universities from 79 countries attended. Student attendance was up again this year with the team interviewing 130 students (compared to 109 in 2017). We have seen consistent growth in Chinese interest in UC as a doctoral destination over the last three years.
- Undergraduate Summer Scholarships organisation is under way, with 71 projects funded.
- Spring Gradfest was held with exceptionally high turnout and very positive comments from postgraduate research students about the event.
- Another series of New Supervisors workshops were scheduled to begin at the end of October.

4.3 Erskine Programme

The Erskine Programme welcomed 85 visiting fellows and their families to UC in 2018 and 26 UC academics received a grant award and travelled overseas. Applications for 2019 continued and to date 59 academics had accepted an offer to come to UC as a visiting fellow in 2019. Colleges were asked to submit nominations for Distinguished Visiting Fellowships (VIP Fellowships) for 2019 or 2020 by 16 November 2019.

4.4 Timetabling

The Timetabling Unit was exploring aspects of Agile production methodologies in the hope that it may provide some internal efficiencies, and the tools seem to be working well so far.

We are preparing for the annual NZ timetabling conference, this year hosted by WinTec in Hamilton, where we get to compare notes and processes with our colleagues from across the tertiary sector. The conferences across Australia seem to have focused on reporting, and this appears to be the case with the upcoming NZ conference too.

The summer teaching for UCIC, Student Transitions and the Executive Development Programme are all under way, with UC Summer School set to commence in late November.

4.5 Student First Programme

The 2019 Projects Stage Gate Report was approved and the 2019 work plan is in development. The Programme successfully delivered the new Course Selector in myUC on 2 October and feedback was positive, from both staff and students, that students were moving through the application process smoothly and quickly. Contact Centre inbound calls asking for help with enrolment were down ~20% on this time last year but corresponding student numbers were up. Similarly, Academic Managers noted an increased ability to manage queries and course overrides digitally.

4.6 Student Transitions and Engagement

UC and Navitas (subject to impending Council approval) were close to agreeing terms for a five-year renewal of the UCIC agreement which provides pathways for defined programmes for international students who otherwise would not have direct entry to UC. UCIC pathway programme currently provides 25-30% of UC's full-fee tuition income, when UCIC students "graduate" from UCIC and then pass directly into second year courses. A new proposed pathway programme in Product Design will begin in 2019.

In 2018, besides the delivery of the CUP programme, Student Transitions and Engagement focused on two major objectives: first, the conversion of courses to a flexible learning format to make the CUP accessible to distance students, and, second, to implement the ten recommendations of the Academic Review of the CUP that was undertaken in November 2017.

Progress on the flexible learning options was fully implemented for students wanting to study in the field of Arts or Education, with most courses available either on campus or via distance learning. Business courses were mostly accessible, with the full programme available in 2019. The Science and Engineering options were due to be completed and available to students to start by the third intake of 2019.

Progress on the recommendations for the Academic Review:

1. A graduate profile was drafted and the programme was undertaking an exercise in curricular mapping to ensure the profile can be delivered to all degree pathways. Resulting to changes to courses are anticipated to reach Academic Board by July and thereafter CUAP.
2. The UC-Hagley College partnership was renewed in 2017 and the recommendation for Hagley College to deliver the course on UC campus achieved as of the June intake in 2018.
3. The reconsideration of the organisational fit of CUP has resulted in the unit moving from Student Services to the DVC Academic's team, providing the programmes with a better connection with UC's academic endeavours.
4. A university-wide review of the pastoral care provision for CUP students resulted in two recommendations to improve the integration of services with UC services and provide students with a better scaffold support structure as they enter their degree.
5. A marketing strategy was devised late in 2017 and the impact of this can already be seen in a 17% improvement in enrolment numbers from 2017 to 2018.
6. There was little support for recommendations to bring pre-degree teaching staff onto academic contracts, and consequently, no progress was made on the recommendation to have joint staffing appointments with the colleges.
7. Progress on improving connectedness to colleges and developing a system to capture and analyse data on (both successful and unsuccessful) students' destinations has been gradual.

4.7 Office of the AVC Maori

4.7.1 Te Tari o te Amokapua Māori

Dr Russell was at Stanford University for the First Nations' Futures Programme at Stanford University. With Associate Professor Te Maire Tau, Director of the Ngāi Tahu Research Centre, Dr Russell co-leads the Aotearoa contingent's participation in the First Nations' Futures Programme. The other participants are from Hawai'i and Alaska. This is an intensive programme for Māori and indigenous postgraduate students intending to begin doctoral study, and for emerging community leaders who participate to build knowledge and skills to be applied for the benefit of their iwi, tribe and nation.

4.7.2 Kaiārahi

Kaiārahi continued to be heavily involved in recruitment processes, evaluating applications, on interview panels, assessing mock lectures and contributing to decision-making processes. Planning and preparation for 2019 is also taking place.

There is a short period during which new Te Ohu Reo requests are being placed on hold, due to a large project undertaken by Te Ohu Reo. This period will be from mid-October to late November. We appreciate your patience during this period.

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

Te Ratonga Ākonga Māori continued to be busy, with many students needing support through the exam period. Ākonga were also enrolling in Summer School and contacting advisors to ensure the summer term courses fit into their degree programmes.

The Celebration for Māori Graduates will be held on Thursday 20 December 2018 in the Engineering Core. All colleagues are welcome to participate and support their graduating students. This event begins at 9am and finishes about 1pm.

Ākonga Māori pre-enrolment numbers increased compared to 2017. At ATE Week 7, there were 353 new applications to enrol (an increase of 24% over 2017) and 259 returning applications to enrol (an increase of 30% over 2017).

To date, enrolled UC ākonga Māori numbers were the highest recorded, with a headcount of 1,331 (1,111 EFTS).

4.8 Māori Recruitment and Outreach

Ekea! Year 10 Pathways for Māori was held at UC on 9 November with 153 high school ākonga Māori participating in the programme. With 153 attending compared to 98 in 2017, this is a 35% increase in participants. These taiohi Māori came from 14 Waitaha high schools, which is a large increase from the eight schools participating last year. Michelle Bergman, Kaiwhātoro Ākonga Māori, continued to be highly effective connecting with careers advisors and kaiako Māori to increase engagement across the Ekea! programme. These relationships developed over the last three years were reflected in the rapidly growing participant numbers.

UC was also involved in Te Rangihi, the 2018 Waitaha primary schools kapa haka semi-finals, as sponsorship was provided by the Office of the AVC Māori. UC was heavily promoted throughout the day, along with the other sponsors Te Rūnanga o Ngāi Tahu and Lincoln University. Fourteen primary schools participated, including one West Coast primary school (Hokitika). This was a great opportunity for tamariki to connect with their peers at a regional level. Five teams were successful and will go to the national event.

4.8.1 Māori Research

The final monthly Māori research hui for 2018 was on 8 November. Throughout the year we were fortunate to have skilled presenters from a range of disciplines, places and traditions. All were aligned to Kaupapa Māori research or Indigenous realities in some shape or form. The research approaches that our presenters generously shared have offered culturally grounded theoretical perspectives that aim to challenge and enrich the complexities encountered in our increasingly globalised society. The November 2018 cohort of presenters is no exception with representation from Otago, Canterbury and Mexico.

5. CONNECT

5.1 Communications

Engagement Data – October 2018	
Intercom	Open rate 42.42% (International benchmark = 21.8%) *Themes measured*: the top 10 viewed blogs had these themes • Staff achievement/story (2) • Notices (4) • Student achievement/story (2) • UC News/Announcements (2)
Insider's Guide (student newsletter)	Open rate 44.85% (International benchmark = 21.8%) *Themes measured*: the top 10 viewed blogs had these themes • Wellbeing and student support (6) • Staff achievement / story (2) • Notices • Postgraduate • Health and fitness • UCSA and clubs (2) • Sustainability
Twitter	(Measured against all Universities in New Zealand and Ara) **First** for *Engagement Fan Ratio* **First** in follower growth rate Total followers: 6,796 (189 new followers in October). Same time last year: 5620 followers
Stakeholder Update Newsletter	1136 recipients Open rate 39.4% industry average 17% (List ave: 42.5%) Click rate 10.7% industry average 2.2% (List ave: 5.8%)

5.1.1 Campus communications (staff and student)

To improve student transition to UC we are working with the UCSA to produce content for three Student Voice publications. Each publication has a theme: academic, wellbeing, involvement. The aim is to provide new students with the information they need in one place, in their first six weeks at UC, to ensure they have the best possible start, a positive student experience and go on to successfully complete their studies.

Research Report 2018 planning is under way. The project scope was completed and the list of suggested stories is being compiled. Writing of compulsory stories to include is under way.

Campus map and folding map update projects are under way.

The campus mobile app is progressing with the name confirmed as UCGo. Some functionality requires further investigation, including hazard reporting. Branding assets, imagery and names for app tiles were given to the supplier. A communications plan is under way for the app launch.

The Cyber Security communications plan is with Learning Resources for approval.

5.1.2 Events and Partnerships

In early November, 153 Year 10 Māori students from 14 schools joined us on campus for Ekea! – a half-day programme where students from Canterbury high schools participate in fun activities that help them discover how their interests can relate to future opportunities and where their NCEA subject selections can lead. Attendance increased by 33% and seven more schools attended this year. This is likely to be because the relationships with the teachers and schools involved has grown since the programme came into existence in 2014. Initial feedback from taiohi is that the highlights were "learning new things", and "meeting new people" – very similar to 2017.

UC Council and senior managers hosted 118 of UC's most valued supporters at the Chancellor's Dinner and UC Council Awards in mid-November. UC holds this event to celebrate and promote UC, to award and celebrate medal winners, to host donors and to engage with a wide range of Christchurch business and community leaders.

In early December, the final recruitment event for 2018 will be held. UC Bound | Terea tō waka is a conversion/welcome event for Canterbury Year 13 and gap-year students who have completed an ATE (or are very close to doing so). This is an icebreaker event, designed to help future students meet their peers, learn more about UC, and build a sense of belonging as part of the UC community. We are aiming to attract 200 participants.

Planning for 2019 events is under way, specifically: Orientation Day, Employer Careers Fairs, Update Days for Careers Advisors, Year 12 Discovery Day, Open Day, Auckland Women in Leadership breakfast, and the official opening of Rehua. UC's partnerships will continue with the Crusaders and the Student Volunteer Army in 2019.

5.1.3 Media

October media coverage of UC-related topics was again overwhelmingly positive in tone. In October, we handled more than 60 media queries on a wide range of topics, including the teaching shortage, herbicide antibiotic resistance research, cyber-trolling, clinical psychology training, Chinese influence and donations to the National Party, Kate Sheppard's house sale, mental health, counselling, and the Bird of the Year contest.

Other media coverage of UC-related topics or experts included: the IPCC report on climate change, the UC-Lincoln University MOU proposal, aging volcano research, and the wattage of Lime scooters, among other topics.

An analysis of UC coverage in October 2018 (Broadcast, Internet, Print) found 795 items (581 in same period last year). This coverage reached a cumulative audience of 14,605,870 and had an advertising space rate of $2,224,147.

5.1.4 External Engagement

There were two October UC Connect | Tauhere public lectures; *Black flu* about the 1918 influenza pandemic by historian Emeritus Professor Geoffrey Rice, and *The future of x-rays* about the MARS spectral x-ray scanner from one of the UC scientists who invented it, Professor Anthony Butler. Videos of UC Connect | Tauhere public lectures are available to view on the UC Connect YouTube channel. Planning for 2019's public lecture series is under way with most of the 12 spots filled and the next public lecture scheduled for February.

5.1.5 Stakeholder Relations

Communications, including a brochure about UC's campus transformation, were produced and mailed out to philanthropic bondholders.

The next Community Meeting will be in February 2019. October News Update sent to stakeholders (see Communications Engagement Data above).

5.1.6 Alumni and UC Foundation

	Income	Distribution
2018 Target	$10.5m	$6.5m
2018 Year to Date	$7.4m	$5.5m
2018 Year to date	716 donors	1,398 donations

5.1.7 UCSA

There was ongoing promotion regarding the VC running the Queenstown marathon to raise money for the UCSA building, promotional video, and further information on the give a little page and discussions with the UCSA over the opening of the Haere-roa building and involvement of donors and sponsors.

5.1.8 Research Endowment

A $1m donation from Tan Sri Dr Ngau Boon Keat was received by the UC Foundation. Dr Ngau will be one of the Founding Donors of the Research Endowment fund and he is now our most significant living donor. The first piece of printed material relating to the fund was produced in collaboration with R&I, Marketing and Communications.

5.1.9 Partners in Excellence (Legacy)

A $50,000 bequest was confirmed from a known legator to set up a new endowed scholarship in French/Art History. A terminally ill donor also made their intentions known to the UC Foundation about a gift in their Will, this time to top up an existing scholarship in postgraduate research into conservation.

To date, we have 21 members confirmed in our Partners in Excellence recognition programme, with a further nine pending. This brings our portfolio up to $16.5m in intentional donations and $10m in received donations.

During October, staff and alumni were invited to Financial Health and Wellbeing seminars.

5.1.10 Stewardship

A number of updates were sent to our donors including the Teece Museum Education Outreach Report. General UC communications are sent on to donors and supporters with an interest in the topics communicated. A UCSA update is being prepared to send to all those who have donated to the UCSA building campaign to date.

The UCF Trustees had a successful morning tea with the UC Students whose scholarship funding comes through the UC Foundation. 25 students and five trustees attended. This event was enjoyed by both students and trustees and it is planned to continue these for 2019. During October the team supported the Events team with preparations for the Chancellor's Dinner, which major 2018 donors are invited to as part of the stewardship plan.

5.1.11 Alumni Engagement

The Alumni Next campaign delivered over 12,000 clicks from 6 million impressions at a cost of $10,000. These profiles proved to be the most popular: Dick Frizzell, Justine Ross, Arihia Bennett, Ruth Richardson, and Craig Price. Careers, Liaison and Business & Law have made active use of content from this campaign.

North Asia CAPE NZ held a joint universities event in Shanghai on 18 October. Working closely with our new alumni representative in Shanghai, we had a great response to the invitation and also found 12 "lost" alumni in the area. Submissions for the Alumni Authors webpage are up to 76 and we are around halfway through uploading them, aiming to go live by the end of the year. To encourage more engagement with the Alumni Facebook page we have organised a '12 days of Christmas' competition for alumni and students to enter. This will be shared on various UC Facebook pages and we aim to get some good interaction, as well as reaching alumni not currently following us.

5.1.12 150th Anniversary of UC

Interviews with key stakeholders within UC and the Christchurch community were undertaken in October with plans for a draft strategy document to be issued before the end of the year.

5.1.13 Canterbury University Press

CUP books in production

Advance copies of *Rising from the Rubble: A health system's extraordinary response to the Canterbury earthquakes* by Michael Ardagh and Joanne Deely (alumna) were received from the printer. The book will be launched on 22 November, a week before the Canterbury Earthquakes Symposium to be held at UC.

Arthur Prior – A 'Young Progressive': Letters to Ursula Bethell and to Hugh Teague 1936 –1941 edited by UC Associate Professor Mike Grimshaw due for publication at the end of October. Arthur Prior lectured at Canterbury University College and is regarded as New Zealand's greatest 20th century philosopher; he invented 'tense logic' while he was at Canterbury during the years 1949–54.

Layout and proofreading of *When Running Made History* by Roger Robinson (alumnus) were completed and final corrections collated. Roger took up a lectureship at the UC English Department in 1968) and alongside his successful academic and writing career, he went on to become one of New Zealand's leading runners. The book has a foreword by UC Professor Paul Millar and will be launched in Christchurch on 13 February.

A comprehensive index was compiled for *Living Among the Northland Māori: Diary of Father Antoine Garin, 1844–1846,* translated and edited by Peter Tremewan (Adjunct Professor, French department) and Giselle Larcombe, due for publication in early 2019.

Pre-press work continues on *From Gondwana to Ice Age: The geological development of New Zealand over the last 100 million years* by Malcolm Laird and John Bradshaw. Following Malcolm's untimely death, John Bradshaw, a research associate in UC Geological Sciences, has worked with departmental colleagues as well as staff at GNS Science to complete the work for publication.

5.1.14 CUP stakeholder engagement, media, reviews and awards

Bonsai: Best small stories from Aotearoa New Zealand (CUP, 2018) was reviewed on RNZ Nine to Noon by Louise O'Brien who said, "It's a lovely selection, a lovely variety to dip in and out of … At first glance they look like short bites, but they are dense with meaning, very rich pieces of writing, and I think it's the kind of thing that would appeal to most people." *Bonsai* was selected by a panel of independent booksellers to feature in the *2018 Summer Reading Guide*. Booksellers NZ advised that in 2017, 24 indie bookstores participated, distributing a total of 208,350 catalogues across NZ through newspapers, letterbox drops, mail-outs and instore bag-inclusions.

UC Emeritus Professor Geoffrey Rice, author of *Black Flu 1918: The story of New Zealand's worst public health disaster* (CUP, 2017) was busy during this centenary anniversary year of the pandemic. He presented 34 lectures on the topic, presented conference papers in Madrid, Singapore and Melbourne, gave several talks in Wellington at Civil Defence and Ministry of Health seminars, and visited Timaru and Nelson, and also had an article published in the American Journal of Epidemiology. In October he gave two lectures during Beca Heritage week, one as part of the UC Connect public lecture series and one in Lyttelton, plus another two lectures to U3A groups in Lincoln and Nelson.

Catherine Knight, UC alumna and author of *Beyond Manapouri: 50 years of environmental politics in New Zealand* (CUP, 2018), was a finalist in the 2018 Heritage book awards.

The Canterbury Roll – A Digital Edition edited by Chris Jones, Christopher Thomson, Maree Shirota, Elisabeth Rolston, Thandi Parker, and Jennifer Middendorf (CUP, 2017), received an excellent review in the Australasian medieval/Early Modern journal *Parergon 35.2 (2018):* "The work demonstrates how the manuscript's digital presence can be a useful teaching tool … It is an exemplary collection ... it does provide much that is required for advanced study … This is an excellent resource and … does provide a model for other universities and libraries that have such medieval material that would otherwise not be accessible to the non-professional audience, who might find themselves excluded from examining the work. It is even a challenge to others."

6. ENABLERS

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

6.1 Infrastructure

Full details of works are contained in the Appendix.

6.2 Staff Matters

6.2.1 Health, Safety and Wellbeing

Staff are reminded to book annual leave into the UC People system. This is mainly to ensure that they have a relaxing break over the holiday season, after another busy year. Remember also that booking leave into the system will support your department or school budget, because it reduces the leave liability. The amount of excess annual leave continues to accumulate in part because we have more staff and staff are paid more, and in part because staff do not load leave plans or do not take leave as fast as it accrues against budgets.

7. Financial Outcomes: (Management Accounts to 31 October 2018)

October 2018	Actual Year to Date $000	Budget Year to Date $000	Budget Variance Year to Date $000 Fav/(Unfav)*	Budget Full Year $000	Forecast Full Year $000	Full Year Forecast to Budget Variance $000 Fav/(Unfav)*
Total Operating Income	314,794	298,574	*16,220*	358,865	379,839	*20,974*
Total Operating Expenditure	310,544	306,221	*(4,323)*	366,752	371,996	*(5,244)*
Net Surplus/(Deficit)	**4,250**	**(7,647)**	***11,897***	**(7,887)**	**7,843**	***15,730***
Net Surplus/(Deficit) as a % of Total Operating Income	1.4%	(2.6%)		(2.2%)	2.1%	
Capital Expenditure	**56,672**	**113,097**	***56,425***	**129,576**	**89,576**	***40,000***
Cash/ Short Term Investments/ Short Term Government Stock	**323,684**	**200,032**	***123,652***	**165,286**	**279,650**	***114,364***
Working Capital	**241,340**	**109,159**	***132,181***	**55,730**	**177,531**	***121,801***

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

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

We had been budgeting for an operating **deficit** as at the end of October 2018 of ($7.647) million, but have returned an operating **surplus** of $4.250 million. This is a favourable variance to budget of $11.897 million.

Capital expenditure is $56.425 million below budget. $19.187 million of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year to date budget of $49.574 million. The remaining capital spend (excluding UC Futures), against budget, is favourable by $26.038 million. Significant amounts are subject to 'Final Account' discussions with contractors.

7.1 Cash Flow

The October 2018 cash position of $323.684 million is higher than budget by $123.652 million due largely to higher than expected balances at 31 December 2017, lower operating and capital spend, and the receipt of the final $50 million from the Government under the Funding Agreement. We are holding adequate short term cash reserves to meet expected capital costs for all mainstream projects.

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

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

7.2 Working Capital

Working capital[1] of $241.340 million at 31 October 2018 is $132.181 million more than budget, mostly due to the higher cash balance explained above.

8. COLLEGE SUMMARIES

8.1 College of Arts (Te Rāngai Toi Tangata)

The final draft of the College's new Strategic Plan (2018-21) was presented to the November College Meeting. The plan incorporates ground-up, department-based initiatives and key relationships, and includes seven College-wide goals, each with associated long-term projects and initiatives to achieve them, related to learning and teaching, research, community connection, Arts identity, financial strength, STEAM, and growing collegiality. It includes value and vision statements, and articulates the College's core mission: *To grow minds and abilities, expand knowledge, foster a rich and diverse intellectual and cultural community, and improve lives through learning, research, and creative work in the humanities, social sciences and creative arts.*

The College made its annual awards, and I am delighted to congratulate Cindy Zeiher (Human Services & Social Work) on receiving the Early Career Researcher award, Philip Armstrong (English) on the Excellence in Research award, and Garrick Cooper (Aotahi) on the Excellence in Teaching award. There were a large number of applications for the awards this year and the standard was impressively high.

Recent scholarly, cultural and outreach activities in the College included the last in our 'An Evening With' lecture series at UC Arts in the Arts Centre, with David Monger (History) and Kate Hunter (VUW) speaking on societal outcomes in the wake of World War I. John Chrisstoffels (School of Fine Arts) was presented a Gold Award from the NZ Cinematographers Society for his work on the feature film *Human Traces*, and Mike Grimshaw's (Sociology & Anthropology) new book *Arthur Prior – A 'Young Progressive': Letters to Ursula Bethell and to Hugh Teague 1936 – 1941* was published. For details of all such events and activities please see our regular newsletter, *Arts Update*, available at the following link: http://www.canterbury.ac.nz/arts/arts-news/archive/arts-update/.

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

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

UC Business School

Associate Professor Dr Chris Vas will join UC in Jan/Feb 2019 as the new UC MBA Director. Chris is currently Deputy Dean at Murdoch Singapore and Director of Murdoch University's off-shore R&D Centre – Singapore Centre for Research in Innovation, Productivity and Technology (SCRIPT). As Academic Chair of Murdoch University's first Executive Master Programme in Leadership, Strategy and Innovation, Chris has extensive experience of leading professional business programmes. He is also a lead investigator on an international research project funded by the Western Australian Government and Fund Singapore Pte Ltd on Smart Urban Farm Factories and food security.

Stephen Hickson, Economics Teaching Fellow and Acting Director of the UC Business Taught Masters Programmes, has been appointed as Director of the School's Business Taught Masters programmes (seconded from his Teaching Fellow role). Stephen has worked for UC for over 28 years, based mainly in the department of Economics and Finance. He spent a number of years as the Associate HOD and has considerable experience in administrative and operational management. He is also one of our strongest teachers, having received College and UC teaching awards, as well as a National Tertiary Teaching Excellence Award in 2012.

The School was once again successful in obtaining funding from the Prime Minister's Asia and Latin America Scholarship Funds to support two BCom study tour courses; one to China in November this year (30 students), the other to South America next January (30 students). The School is also grateful for the generous support that UC Foundation has provided to support these Study tours.

More good news: in the recently released 2019 Time Higher Education (THE) subject global rankings, UC Business and Economics was ranked in the 151-175 quartile, equal first in New Zealand with Auckland University.

UC Law School

Professors Ursula Cheer and Lynne Taylor presented on at the AKO Aotearoa Projects in Progress Colloquium 2018 in Wellington on the fourth year of a longitudinal study of the learning experiences of a 2014 cohort of New Zealand law students, including those at UC. The paper was titled 'The making of lawyers – A longitudinal study' and the project is investigating the need for change in the teaching of law generally. Beatrice Dias–Wanigasekera, the national AKO Project Funds Manager, described this research as very valuable and high impact, both nationally and internationally.

8.3 College of Engineering (Te Rāngai Pūkaha)

2018 was a busy and fruitful year for the College. We opened a new School and enrolled nearly three times as many students into it than we had planned. We welcomed new academic and professional staff and enrolled many more overseas students than in previous years. We are gradually getting to the end of the CETF project, and we are starting to realise the benefits of our new facilities. We implemented a successful new Intermediate student-led peer mentoring and support scheme called ENGMe! that will be adapted for use in both the Product Design School and the Law School next year. At the end of the year we were very successful in gaining Marsden research funding, and overall the College research income continues to increase year on year.

Applications to enrol in all of our programmes in the College for 2019 look higher than this time last year, with considerably increased interest in Product Design. We are expecting yet more growth in that new School in 2019, and we are putting in place a College resource to assist with industry connections for undergraduate project work across the College.

Finally, we are commencing planning with the School of Fine Arts and others, for a competition to design and produce a sculpture, using material from the copper roof of the so-called Mushroom building, which holds many memories for past students and staff. The Mushroom building was on Creyke Road and had to be demolished due to earthquake damage, but we stored the roof material as ingots after the demo.

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

No update provided.

8.5 College of Science (Te Rāngai Pūtaiao)

This time of year has one key theme for us as across all the academic parts of the university: marking. As the academic year comes to a close, students were busy submitting their final assignments and studying for exams, and staff have been reciprocally busy with marking those assignments, as well as setting and marking exams. In addition, we have been working hard to ensure that current students are clear about the options for further study, whether that is course options for the next year of their degree or options to continue as a postgraduate student.

Our new-for-2018 compulsory BSc first-year course has finished in terms of delivery, and we are digesting the student feedback on the course, as well as our own reflection on how it went. For 2019, we will be working to ensure the relevance to the various BSc major disciplines is clearer, and that the different parts of the course – which is team taught – are clearly linked through. Team teaching brings the benefit of an exciting and stimulating diversity of view and experience to the students, however one of its challenges is managing the risk of disjointed delivery.

We are well advanced in the planning and preparation for our first Science Summer Camp, to be held in the first week of December. Sixty Year 12 students from across the country were selected from an application pool of 130 for the action-packed week-long programme, which will include star gazing, a fieldtrip to the field station at Cass, and a range of activities intended to showcase Christchurch as a fabulous place to be a student. We look forward to harvesting the benefits of this programme in terms of future recruitment for UC. If it is as successful in this regard as our He Puna Pūtaiaio programme for year 10 Māori students, we will be pleased.

Staff continued to work hard in collaboration with Learning Resources to secure the final finishing touches to enable full scientific delivery in the Ernest Rutherford building. Our work in the building is going well, and staff continue to report on their positive experiences of the building, and the positive impact it has on students. We also continued to plan in detail for our move into Beatrice Tinsley in the middle of next year, and look forward to that final step in the renewal of our facilities. In parallel to the renewal of our physical facilities, the restructuring of the units of the College continues, with the decision made to combine the departments of Geography, Geological Sciences and the Waterways Centre of Freshwater Management into a new large interdisciplinary school.

Financially, we are pleased with how we are tracking. Our full-fee EFTS were slightly down on budget, but that revenue deficit is more than compensated for by a positive variance in domestic EFTS: in our College the revenue differential between domestic and full-fee EFTS is ~20%, which means that the financial premium on full-fee EFTS is less than average across UC.

We are forecast to over-deliver on our CM, and of particular note, to have a +$1.8m variance on our external research income by year end. Despite our best efforts to take an evidence-based, optimistic and un-conservative view of our likely ERI in 2018, we continue to exceed our own 'upper envelope' projections for external research revenue.

9. Conclusion:

I am privileged to have led the University of Canterbury. I am humbled by the efforts of others, and confident UC will be a more responsive, relevant and engaging learning environment in 2019 than it was in 2009. I want to put on record my special thanks to those who have served as my direct reports during the past decade – a team of over 20 – and to acknowledge the three that were here before me and will remain after I leave: Professor Gail Gillon, Jeff Field and Paul O'Flaherty. I want to acknowledge the amazing personal and professional support provided to me by my Executive Assistant Niki Hudson and thank the members of Council and the two Chancellors – Rex Williams and Dr John Wood – who more than played their part over the past decade.

To all of you – thank you.

10. Appendix 1: Building Update

Overall

- **RRSIC1:** A programme over the summer break to close out outstanding defects by Fletcher is in final stages of planning.
- **CETF** outstanding works and defect rectification is progressively being delivered by the UC Project Team in consultation with the College of Engineering now the Hawkins contract has been terminated.
- **Rehua** rapidly approaches completion but Hawkins continued to experience some programme slippage. The UC Project and Consultant Teams are providing as much support as possible to assist in coordination and mitigation strategies to protect the occupation date of the building.
- **UCSA building** has experienced some delivery challenges and a reset programme is targeting practical completion in July 2019.
- Work is continuing safely on all sites with no major injuries again reported for the last period.

Campus Construction Safety Group

All site teams continue to demonstrate good H&S practice and respond well to internal and independent H&S auditing practices. The Round Table initiative to collectively undertake one construction H&S review prior to each meeting was received well by the group, with all major construction sites visited during 2018. Agreement was reached to programme a similar arrangement in 2019. In November, UC will undertake a major incident exercise with all construction contractors to review and measure how each site team reacts to and understands UC policy/requirements in such circumstances.

Current Building Status – Key Progress this Month:

Major work

Rutherford Regional Science and Innovation Centre (RRSIC)

RRSIC Stage 1 – Ernest Rutherford Building

Fletcher is making progress in undertaking defect rectification and finishing incomplete works. A work schedule for replacing the level 1 tiles and concrete crack repair is being finalised, this work will take all of the summer break. Establishment of research continues to be phased into the building, design of the Cryogenics has been completed and is out to market, awaiting tender responses. Work sealing the PC2 spaces on level 4 and other minor alterations on level 5 is expected to be completed before Semester 1, 2019.

RRSIC Stage 2 – Beatrice Tinsley Building

Subsequent to the façade passing the factory tests, consent has been issued by the council and installations are programmed to commence in late November. Meanwhile, work is progressing for readying the building for façade installation together with temporary weatherproofing to enable internal partitions to be installed concurrently.

Canterbury Engineering the Future (CETF)

The UC Project Team and consultants in conjunction with the College of Engineering user groups continued to progress the coordination and completion of the outstanding works and defects directly with subcontractors. The main focus through November is continuing to implement this work in consultation with the College to minimise disruption to users and to target the College operational priorities. Subcontractor engagement and performance levels have improved over the past month.

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

Subcontractor resource levels at the end of October averaged 100 on-site workers per day. The level of workers will reduce through November as finishing works and defecting are completed.

Despite submitted programmes from Hawkins suggesting early completion, it is now planned that operational occupation via a Certificate of Public Use will take place by the end of November, in preparation for occupation and teaching in mid-January 2019. New FF&E installation will commence on 12 November 2018 and Dovedale decant planned to commence 3 December 2018. A building blessing ceremony is planned for 6 December 2018.

Scaffolding was removed from the building exterior. The external facade is a low/diminishing quality risk and the consultants were aligned with Hawkins about the requirements for Consultant PS4 signoff. In September UC appointed an independent QA consultant to monitor remediation of defects and liaise with Hawkins to improve productivity and quality outcomes. This role finished at the end of October with façade defects reducing at a much more acceptable rate.

Basement external waterproofing works were in progress. All works are subject to final inspection and approval by the Consultant Team.

Scope and quality of intumescent (fire retarding) paint finishes was an ongoing challenge. Remedial work to close out this issue was completed and we are awaiting final QA Consultant signoff.

Fitout on levels 2-7 was largely complete except for isolated minor works and defecting. Level 0-1 works were progressing well with completion imminent. Café fit-out works commence on 12 November 2018.

The project team are monitoring key subcontractors' performance and deliverables, and escalation pathways have been established in the event that the UC decant start date of 3 December is put at risk.

<u>Other Buildings/ Projects</u>

UCSA

PCG endorsed the project reset programme developed by the project team and the revised practical completion date is now 9 July 2019. As part of the reset programme exercise, a financial risk assessment established that additional funding will be required to complete the project. A paper requesting additional funding has been submitted for review and approval by Council.

An independent programme assessment by Woods & Harris was undertaken in November. The assessment reported that generally site works were tracking well with the key focus being finalisation of the installation of glazing and building enclosure remaining a priority for the next period. Currently there are no foreseeable risks to the completion milestones.

Overall for this period there were no forecast impacts to the 9 July 2019 practical completion date. The project team focused on monitoring the programme works and promptly closing out key procurement items and contractor RFIs to mitigate impacts to the programme.

There was an emerging risk regarding the delivery of a consent application to use the artesian water bore in conjunction with the UCSA building construction dependency timelines so the project team is developing mitigation strategies.

Logie and Locke refurbishment

Work by the programming consultant and quantity surveyor was undertaken to confirm the construction programme and associated costs. The option to carry out the work in two phases, building by building – Logie first, followed by Locke – was agreed and the College made arrangements to vacate the Logie building by early November.

Tenders for works were received and are being assessed. It is expected the tender will be awarded with the successful tenderer occupying the site from late November 2018. The forecast completion date for the entire project is February 2020.

School of Product Design space for growth

The business case to increase facilities for the School of Product Design in the short term (2019/2020) was approved. The design is almost complete and contractors are being procured for enabling works to be completed before commencing teaching of second year students in Semester 1, 2019.

Significant time constraints and building fabric issues (asbestos) are being addressed through the design process. Orders were being placed for FF&E and subcontractors appointed as quickly as possible to mitigate trade availability issues and long lead time in delivery of fixtures and fittings.

Delivery of some accommodation on level 3 in the West building is still subject to conclusion of the insurance claim for flood damage. It has been agreed with the School that a mitigation strategy will be jointly developed once status of the insurance claim is confirmed.

Options to complete third year (2020) teaching spaces are under development.

Connon Hall seismic strengthening

Tenders for the strengthening works to be undertaken in Connon Hall during the 2018/2019 summer break were put to market in October and have been received. Options are under review. It was anticipated the successful contractor would commence on site before the end of the month, to ensure the tight programme of works is achieved no later than 8 February 2019.

Garden Hall – Hall of Residence

Preliminary design was completed and the implementation business case is being developed for submission to Council in November. Developed design (60%) was on track for completion and issue with the Fixed Price Lump Sum (FPLS) offer targeted for 19 November 2018. This will be evaluated once received to ensure it is compliant with all UC requirements. We are expecting to execute the Design and Build contract in late January 2019.

Initial pile testing on site was completed with final foundation design under way as a part of completing developed design and advancing detailed design to support timely programme delivery. Design works were also under way to develop a masterplan for Homestead Lane, with the intention that a section of this revised roading design – with a focus on safety, shared use and access – is delivered with the new residential accommodation facility.

Communication Disorders relocation

The specialist acoustic booths are now on site. The programme for completion of the internal fit-out work prior to the summer break is on track with decant and final completion due in late January 2019.

Projects in planning this month include:

- College of Business and Law growth/accommodation planning
- Recreation Centre Business Case

10.1 Appendix 2: Upcoming Events Calendar

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

Date	Event name	Key goal
Wednesday 5 December	UC Bound | Terea tō waka Christchurch	Recruit
5 - 7 December	2018 Biennial Conference of the Development Studies Network of Aotearoa New Zealand (DEVNET)	Conference

Date	Event name	Key goal
Monday 20 January - Friday 25 January	linux.conf.au 2019	Conference

10.2 Appendix 2: Awards list (June 2018 – October 2018)

June

Professor Paula Jameson was awarded the 2018 New Zealand Society of Plant Biologists Roger Slack award for excellence in plant research.

Professor Jon Harding was awarded the UC Teaching Medal.

Aaron Beehre's design for *New China Eyewitness* (Canterbury University Press) won the Penguin Random House New Zealand Award for Best Illustrated Book, the HarperCollins Publishers Award for Best Cover, and the Gerard Reid Award for Best Book sponsored by Nielsen Book.

Fulbright-Ngā Pae o Te Māramatanga Graduate Award, Melissa Derby (Ngāti Ranginui)

Fulbright Science and Innovation Graduate Awards

- UC graduate Dingcheng Luo
- UC graduate Isabelle Smith

Fulbright New Zealand General Graduate Award

- UC graduate Tess McClure

Fulbright US Scholar Awards

- Tim Weihs from Johns Hopkins University, Baltimore, Maryland, will research and teach at UC.

Jonathan Dash and Trevor Best won Ministry for Primary Industries (MPI) Postgraduate Science Scholarships.

Queen's Birthday Honours recipients:

- Mr Nigel Hampton (alumnus), Companion of the New Zealand Order of Merit
- Mrs Gillian Gemming (alumna), Officer of the New Zealand Order of Merit
- Mr Gordon Hosking (alumnus), Officer of the New Zealand Order of Merit
- Mr Peter Lorimer (alumnus), Officer of the New Zealand Order of Merit
- Mr Michael O'Brien (alumnus), Officer of the New Zealand Order of Merit
- Professor Elisabeth McDonald, Member of the New Zealand Order of Merit
- Mr Andrew Dellaca (alumnus), Member of the New Zealand Order of Merit
- Miss Andrea Hewitt (alumna), Member of the New Zealand Order of Merit
- Ms Gabrielle Huria (alumna), Member of the New Zealand Order of Merit
- Ms Margaret Jefferies (alumna), Member of the New Zealand Order of Merit
- Ms Tracy Phillips (alumna), Member of the New Zealand Order of Merit
- Dr Katherine Saville-Smith (alumna), Member of the New Zealand Order of Merit
- The Very Reverend Pamela Tankersley (alumna), Member of the New Zealand Order of Merit
- Mrs Julie Wylie (alumna), Member of the New Zealand Order of Merit
- Ms Alison Ross (alumna), Queen's Service Medal
- Ms Rosemarie Searle (alumna), Queen's Service Medal

July

Professor Rick Millane from the department of Electrical and Computer Engineering was awarded the 2018 UC Research Medal.

Student Kaitlyn White was awarded the New Zealand Youth Award for Leadership.

Students Ben White and Zach Preston were part of team Sentinel, which reached the semi-finals of Microsoft's 2018 Imagine Cup.

Dr Matthew Cowan was awarded Silver on the IUPAC Periodic Table of Younger Chemists.

Student Nurzhan Nursultanov was awarded the Research Award for a Young Scientist from the Forest Growers Research Awards.

Students Joel Balmer and Vincent Uyttendaele took two of the three Best Young Author paper awards, and Sophie Morton took home one of the three Overall Best Paper Awards at the International Federation of Automatic Control Biological and Medical Systems Conference.

September

Woolf Fisher Scholarships: Stephanie McGimpsey, a graduate of UC studying a Master of Science, and Sam Frengley, a Bachelor of Science (Hons) student at UC.

Associate Professor Ekant Veer, from the College of Business and Law's Management, Marketing, and Entrepreneurship department, received a Sustained Excellence in Tertiary Teaching award from Ako Aotearoa National Centre for Tertiary Teaching Excellence.

UC alumna, member of the UC Council and Senior Adjunct Fellow Dr Rosemary Banks was appointed as New Zealand's Ambassador to the United States.

College of Engineering Senior Lecturer Gabriele Chiaro's Smart Ideas proposal aiming to create 'Eco-rubber seismic-isolation foundation systems was approved for funding of $1 million by the Ministry of Business Innovation and Employment.

October

Innovation Jumpstart winners:

- Dr Matthew Cowan (Chemical and Process Engineering); also won the Astrolab prize.
- Associate Professor Renwick Dobson, Doctoral candidate Michael Love and Dr Craig Billington (ESR)
- Dr Jennifer Crowther (Biomolecular Interactions Centre, School of Biological Sciences), Professor Mark Hampton (University of Otago), Dr Neil Pattinson (ChristchurchNZ), Associate Professor Renwick Dobson
- Associate Professor Mathieu Sellier (Mechanical Engineering), Dr Volker Nock and Associate Professor Shayne Gooch
- Dr Aaron Marshall (Chemical and Process Engineering)

Postdoctoral fellow in the College of Science's School of Biological Sciences, Dr Jonathan Tonkin was awarded a 2018 Rutherford Discovery Fellowship by the Royal Society Te Apārangi.

College of Education, Health and Human Development Senior Lecturer Denise Powell was awarded a 2019 Winston Churchill Memorial Trust Fellowship to research the possibilities for bilingual education in co-enrolment settings for deaf and hard of hearing students in New Zealand.

The Puaka-James Hight building was recognised for its enduring excellence by the New Zealand Concrete Society's Enduring Concrete Award in the Building and Civil Engineering Structures more than 25 years old category.

Physics Professor Phil Butler was the 2018 recipient of the UC Innovation Medal.

Distinguished Professor Geoff Chase FRSNZ was awarded the MacDiarmid Medal by Royal Society Te Apārangi for physiological modelling of human metabolism used for 'in-silico' testing, which has been used to treat intensive care patients in New Zealand and overseas, and is being extended to treat type-2 diabetes in other patient groups.

Associate Professor Bronwyn Hayward and Associate Professor Te Maire Tau were awarded 2018 Kiwibank Local Hero medals.

Student Kaitlyn White was named a Kiwibank Local Hero medallist for 2018.

CEO and founder of Ethique Brianne West (alumna) was awarded a Kiwibank Local Hero medal.

Professor Antony Fairbanks was awarded the Maurice Wilkins Centre Prize for Chemical Sciences.

Dr Mitja Remus-Emsermann was awarded the UC Early & Emerging Career Researcher Award for 2018.

Professor Angus Macfarlane, College of Education, Health and Human Development, and Professor Jason Tylianakis, UC College of Science, were elected to the Academy of the Royal Society Te Apārangi.

Eight UC academics were awarded 2018 Royal Society Te Apārangi Marsden Funding:

- Dr Laurie McLay
- Professor Paul Millar
- Dr Heather Purdie
- Adjunct Professor Dr Sylvia Nissen
- Associate Professor Mathieu Sellier
- Dr Steve Weddell
- Dr Geertrui Van de Voorde
- Professor Felipe Voloch

UC Alumni – 2018 finalists in the Westpac Champion Business Awards
Active Refrigeration: Craig Duff, Christchurch Director

Banqer: Micah Hocquard, Co-founder and Pedagogy Lead

Cholmondeley Children's Centre:

- Ria Schroder – Board member
- Kerry Dellaca – Board member
- Tania King – Board member
- Jolene Hunter – Practice Manager

Christchurch Airport
- Justin Watson – Chief Aeronautical and Commercial Officer
- Catherine Drayton – Chair of the Board of Directors (UC Council and alumna)
- Justin Murray – Director

City Harvest Food Rescue Canterbury: Brent Selwyn – Trustee

Enable:
- Mark Bowman – Director
- Bill Luff (83120369) – Director
- Mark Rushworth – Director
- Malcolm Campbell – General Manager, Marketing and Sales
- Daniel Herd – Strategic Communications Manager

eStar Online: Matt Neale, Chief Technology Officer

Ethique: Brianne West – CEO and Founder

Foot Science International: John Burnell, Independent Director, Christine Henson, Finance and Administration Manager

Kilmarnock Enterprises: Simon Challies, Director

Lincoln Agritech: Bruce McKenzie, Director

Link Engine Management: David Newell

Pet Nutrition NZ: Calvin Smith, Founder

Seequent: Nick Fogarty, Global Sales and Channel Director, and Tim Schurr (role not listed)

Stake Glass: Stephen Ottley, General Manager

Volunteering Canterbury: Sarah Campognolo, Board Member, Wendy Butcher, Board Member

10.3 Appendix 3: VC Activities

Past	
6 November 2018	• Hosted a meeting and dinner for the Halls of Residence Principals
9 November 2018	• Attended and spoke at 2018 Chancellor's Dinner
13 November 2018	• Hosted the GRI Board Meeting
17 November 2018	• Ran the Queenstown Marathon in a fundraising effort for the UCSA Building.
22 November 2018	• Met with Auckland based alumni
23 November	• Hosted a lunch in Auckland for Philanthropic Bondholders
Future	
29 November 2018	• Attending and speaking at the Learning Legacy Forum organised by the DPMC
30 November 2018	• Attending and speaking at the Careers Advisors Breakfast
3 December 2018	• Hosting Simon Tong (ASB) on campus
5 December 2018	• Opening History Awards
6 December 2018	• Universities NZ Vice-Chancellors and Chancellors December meeting on campus

10.4 Appendix 4: Enrolment Table

	Headcount						EFTS					
	Applications to Enrol						Full Year Enrolled					
	ATE Enrolment Week: 7 (10/11/2018)						Actual	Actual	Actual	Actual	Actual	Budget
	2014	**2015**	**2016**	**2017**	**2018**	**2019**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**
Domestic 1st Year	1,482	1,869	2,818	3,069	3,106	3,740	2,886	2,922	2,974	3,254	3,262	
Returning	2,134	2,265	2,267	2,305	2,283	2,592	8,495	8,245	8,079	8,104	8,409	
Total	3,616	4,134	5,085	5,374	5,389	6,332	11,381	11,167	11,053	11,358	11,671	12,277
International 1st Year	1,784	2,109	2,427	2,815	2,743	3,426	304	336	445	607	744	
Returning	143	130	135	141	148	144	495	439	434	527	674	
Total	1,927	2,239	2,562	2,956	2,891	3,570	799	775	878	1,134	1,418	1,529
Total	**5,543**	**6,373**	**7,647**	**8,330**	**8,280**	**9,902**	**12,180**	**11,943**	**11,931**	**12,492**	**13,089**	**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. 6 Jan 2017 vs 6 Jan 2017.

TE data is based on student headcount and based on the students' citizenship status rather than fee type. Enrolment data is based on EFTS and the student 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.

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

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

The Committee recommends:

1. Pasifika Strategy Review

***That*: Council:**

i) ***Approve the Pasifika Strategy Review***

ii) ***note the intention to improve connectivity between the Maori and Pasifika Development Teams, and***

iii) ***note that a more detailed discussion on implementation would occur between now and February 2019 to ensure that Pasifika plans and initiatives were aligned with college plans and were shared, realistic and likely to prove effective.***

Ms Catherine Drayton
Chair
Finance, Planning and Resources Committee

21 November 2018

Memorandum | Pukapuka

Student Services & Communications
Te Ratonga Ākonga me te Whakapā

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	Ki:	UC Council
From:	Nā:	Lynn McClelland
Date:	Rā:	21 November 2018
Subject:	Kaupapa:	Pasifika Strategy 2019-2023
Purpose:	Aronga:	For discussion and endorsement

Introduction
UC's inaugural Pasifika Strategy 2014-18 was adopted by SMT and UC Council in 2014. During the last few months this has been reviewed and a new strategy developed for the period 2019-2023. The revised strategy is attached for discussion and endorsement to UC Council. The strategy objectives for 2019-2023 are more specific than before, reflecting a new phase of development.

There has been significant stakeholder input including initial meetings with PVCs, discussions with the Pacific Strategy Advisory Group and with the Pacific Peoples' Advisory Committee.

Please note that an implementation plan will be discussed with PVCs and other colleagues to ensure that implementation goals and timeframes are shared and realistic.

Key Points
- UC is making good progress and there is cause to celebrate some successes.
- UC is achieving at about the average of other universities in the TEC key performance indicators.
- We have received excellent engagement from a number of staff across the university community including the following champions from the Colleges:
  Philippa Martin, Siale Faitotonu – College of Engineering
  Rudi Marquez, Kelly Dombroski, Russell Taylor, – College of Science
  Natalie Baird, Elizabeth McPherson, Margaret Ricketts- School of Law
  Tyron Love, Ekant Veer, Keith Dickson - School of Business
  Paul Millar, Tara Ross, Yvonne Crichton Hill, Steven Ratuva, Jeanette King, Lyndon Fraser College of Arts
  Pasifika Success Working Group – College of Education Health and Human Development

Future Challenges – Retention and Completion
However, challenges remain. The TEC's (Investment Plan) targets for course completion (increase from 71-72% to 80% by 2021) are very ambitious. It will require concerted effort to advance the current position.

Most significantly, we appear to have stalled in relation to completion and retention KPIs. So we need to try some new strategies. Representatives of the Pacific Development Team (PDT) and Māori Development Team have had some initial conversations about how the two teams could work more closely together and with colleges to enhance our impact and reduce duplication.

As a starting point we have identified the following potential synergies and priorities:

1. Continued priority on first year interventions for Pasifika and Māori from pre-enrolment, Orientation through to study experience.

2. Developing enhanced cultural competency for first year lecturers and course coordinators.

3. Consistent 'early alert' processes, building on and automating the work undertaken by Business and Law.

4. Overall alignment of analysis and reporting between the two teams and for colleges.

5. Boosting the relevance of content and a sense of belonging for Pasifika students in the classroom and building on tutoring and mentoring programmes eg in Engineering and Law.

   For Pasifika, in addition to the Kaiārahi role in the College of Education Health and Human Development, UC Foundation funds are being deployed to a 0.6 FTE position within PDT to support colleges and departments.

Research Enhancement
The Pasifika strategy also identifies opportunities to enhance the connectivity of Pacific researchers and position UC as a leader with a repository of important research materials in the Macmillan Brown Research Centre.

Recommendation
That UC Council
- endorse the Pasifica Strategy 2019-2023;
- note the intention to improve connectivity between MDT and PDT; and
- note that more detailed discussion on implementation will occur between now and February 2019 to ensure that Pasifika plans and initiatives are aligned with college plans and are shared, realistic and likely to prove effective.

Lynn McClelland
Executive Director Student Services and Communications
Kaihautū Matua Te Ratonga Ākonga me te Whakapā

UC PASIFIKA STRATEGY

2019 – 2023

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

October 2019

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Vice-Chancellor's Foreword

Talofa lava, Malo e lelei, Kia orana, Ni sa bula vinaka, Halo olaketa, Namaste, Kam na mauri, Fakaalofa lahi atu, Ia orana, Aloha, Malo ni, Kia ora and warm Pasifika greetings.

According to the New Zealand Educational Institute (NZEI) *Educating Pasifika for Success -2012 Report* 'students develop the ability, confidence and motivation to succeed academically when they participate competently as a result of having developed a secure sense of identity and knowledge that their voice will be heard and respected within their learning environment'…

It is therefore with great pleasure that I am able to present the second University of Canterbury's Pasifika Strategy 2019-2023. This is the fourth document to highlight Pasifika aspirations beginning with the Pasifika Plan in 2006, followed by the Pacific Plan 2010-2012 and the first UC Pasifika Strategy in 2014. This current Pasifika strategy (2019-2023) builds on these earlier documents, demonstrating UC's continued commitment to Pasifika success. The strategy content has been developed in consultation with all our internal and external Pasifika advisory groups as well as Pasifika staff and is fully supported by the University Council.

I am pleased to be able to report that we have made some positive changes in progressing the 2008-2014 Strategy with a number of pivotal positions and initiatives in place that assist the university in undertaking a more culturally responsive approach as you will read for yourself throughout this document. However we still have much work to undertake together to sustain and further the goals and targets we have set in relation to Pasifika success at UC, and to meet the targets that the Tertiary Commission (TEC) has set to increase Pasifika Success within all tertiary institutions. Additionally the current enhancement theme of the Academic Quality Agency for NZ Universities cycle 6 audit is focused on enhancing access, outcomes and opportunity for Māori students and for Pasifika students. This indicates the urgency of addressing these issues effectively.

The University of Canterbury's goal is to ensure that we provide a learning environment that encourages the participation and educational success of all students in all areas of study, providing them with the skills to fully contribute to the social and economic wellbeing of their communities. We also want all our graduates to be culturally competent and globally aware citizens who have the ability to be leaders in their fields of endeavor.

The UC Pasifika Strategy cements our commitment to supporting and graduating the next generation of leaders of Pasifika descent. It also reinforces our vision of a campus community that is culturally inclusive and responsive, and in which students and staff value diversity and respect individual differences that enrich the University community and learning experience.

We all have a part to play in raising Pasifika success at the University of Canterbury. Through our teaching, learning and research practices, we can ensure the continued and increased involvement of Pasifika learners in creating, transferring and applying knowledge to all aspects of society.

I encourage you all to support the objectives of this document and think about how you or your department can make a difference.

Dr Rod Carr
Vice-Chancellor

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Our VISION, Our ASPIRATIONS

- The University of Canterbury (UC) will be the tertiary provider of first choice for Pasifika students in Canterbury and beyond. UC's strategic development for Pasifika students will assist Pasifika students realize a real sense of belonging and are supported to develop academic skills to achieve their individual goals of success as Pasifika, with the richness of their cultural heritage enhanced and valued.

- UC will be known as a University where Pasifika research, teaching and learning take place in ways that are inspirational, relational, innovative and culturally inclusive, and where Pasifika Indigenous knowledge is valued, critiqued, protected and disseminated.

- UC being informed by research and Pasifika student, Pasifika staff and Pasifika community voice, will rise to the challenge of meeting achievable goals across all colleges and service units to ensure successful and fulfilling student experiences.

- Fostering Pasifika values, alongside graduate attributes, our mission is to provide leadership in identifying and meeting the learning needs of Pasifika students that can in turn transfer graduate skills in the fulfilling of Pasifika community aspirations, making a difference for Pasifika students, families and communities.

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Our JOURNEY

Aotearoa New Zealand today stands proud as a country in the Pacific. Recognition of our Pacific context and the unique contribution Pasifika communities and Pacific Island nations have made to the demographic pattern, political, social and cultural fabric of New Zealand society signals a rising awareness of our identity as a Pacific nation.

The Pacific population in New Zealand is projected to grow from the current 7% to 10% of the population by 2026, and 18% by 2050. Growth projections for the proportion of the youth population who identify as Pasifika are even higher, and Pacific peoples will comprise an increasing proportion of our nation's youth and its future student body, workforce, taxpayer base, voters and consumers.

Approximately 25,000 Pacific people live in the South Island, of whom 63% live in the Canterbury region. Pacific people have lived in the Canterbury region since 1894. Christchurch's post-World War Two Pacific population increased in the 1950's and by the 1960's, there were enough Pacific people living in Christchurch to form church communities. These communities continued to flourish as new and targeted employment opportunities attracted another wave of Pacific people to the city in the 1990's and, again, following the 2010 and 2011 earthquakes to assist with the Christchurch rebuild.

The unique relationship between Māori and Pasifika people acknowledges the common ancestry, shared indigenous journeys and knowledge construction systems that connect Pacific people to Māori. These connections build special relationships between Pasifika and tangata whenua of Aotearoa and, importantly, the need to foster and strengthen this relationship. Pasifika recognizes the inherent rights of Māori under Te Tiriti o Waitangi, as tangata whenua. Recognition of these relationships, both in New Zealand and in the Pacific region, is based on a multi-layered history of connection and has been recognized by the New Zealand Government in its responses to the disparities in education and in other government sectors.

The role Pasifika New Zealanders will play in the future will be significant and warrants the need for tertiary providers to take specific action to increase Pasifika success in education. This is where the biggest gains for Pasifika people will be made. New Zealand's on-going social development and economic success will depend on that of its young people, who will increasingly be of Māori and Pasifika descent.

The University of Canterbury has a proud history of producing successful Pacific leaders across a number of fields and many have returned home to Island nations taking up important roles in the running of their countries. The prestigious Macmillan Brown Centre for Pacific Studies is one of the

earliest Pacific studies centers to be established in New Zealand. Established to promote and advance the scholarship and understandings of Pacific peoples, the Centre has often acted as a catalyst for engagement and dialogue between the University, local Pasifika communities and hosted VIP visits from Pacific nations. The Centre has developed deep connections and maintains links with many of its successful graduates and associates. Many remain in close contact with the Centre and return often as guest lecturers and presenters to mentor and inspire some of our emerging Pacific artists and leaders.

Our commitment to growing and graduating the next generation of global leaders of Pacific descent is linked to New Zealand's long-standing relationship with its Pacific neighbors and the commitment to Pasifika New Zealanders. The Tertiary Education Commission Pasifika Operational Strategy 2017-2020: outlines the role tertiary providers must play to raise Pasifika success at all levels to ensure Pasifika people are involved in creating knowledge, transferring knowledge and applying that knowledge through all parts of the economy and society. The University of Canterbury's response to the government's vision and goals for Pasifika is outlined in the UC Investment Plan 2018-2020 and Statement of Strategic Intent.

Terminology

Pacific people have been labeled various terms within literature such as Pacific Islanders, Polynesians, Pacific Islands people, Pacific Nations, Pacific people, Pacificans, Pasefika, and Pasifika. For the purposes of this document, the term Pasifika has been adopted to describe Pacific people currently living in New Zealand. This term officially adopted by the Ministry of Education is the preference for this document as it identifies with the translation of 'Pacific' in at least three Pacific nations, highlighting the use of Pacific Island language rather than English to label Pacific Islanders, which was a term postwar governments adopted for administrative convenience. However we also wish to acknowledge that some prefer to use other terms such as Pacific Island people. There is an increasing tendency for people from Micronesia and Melanesia to come for work or study and have been identified under the same Pasifika collective. We welcome all as part of the vibrant hues that make up Pasifika in Aotearoa, New Zealand.

Status and Opportunities…

Celebrations of success from 2014-2018 Pasifika Strategy (*see appendix iii for specific progress against action plans*)

- **Pasifika Academics at UC**

Last year 2017, we had four of our seasoned Pasifika staff awarded with their postgraduate qualifications. Two with Doctorates – Dr Yvonne Crichton-Hill in Social Work and Dr Tara Ross in Media and Communication, and two with Masters of Education (Distinction) Leali'ie'e Tufulasi Taleni and Joeana Togiaso from the College of Education. Furthermore Leali'ie'e was awarded the 2017 NZARE Rae Munro Award for excellence. We are especially proud of their achievements particularly in the face of heavy teaching workloads and the usual family and community responsibilities that for Pasifika peoples are not so 'usual' in size and complexities, so big congratulations are merited. We celebrate and look forward to many more higher education success in the future with currently 17 Pasifika PhD candidates, and 90 Pasifika postgraduate students. We also want to acknowledge Professor Steven Ratuva's highly successful Fulbright fellowship for 3 months in the United States at the beginning of the year. Part of this strategy is working collaboratively with our seasoned academics and HR to recruit, retain, grow and support more Pasifika academics into staffing positions at UC as they become vacant. Exciting stuff to see Moana nui a kiwa rising!

- **Ako project – Pasifika Success Indicators**

Emerging from this research project, the working group collated the findings and developed a Pasifika Resource Kit that included exemplars of current best practice from the three institutions and developed new tools to help facilitate ways in which staff would be more informed and assisted in engaging more effectively with Pasifika students.
Pasifika Success Indicators (PSI's) were identified and highlighted in the form of a turtle resource for use by staff. This was a preferred symbol as the turtle is an iconic and sacred creature featuring prominently in many traditions and cultures of the Pacific. Symbolizing longevity, stamina, tranquillity and strength, the turtle is also a pertinent reminder that it is with a deliberate slow and steady pace that will in due course transform academic learning experiences for Pasifika students. In embracing cultural knowledge, ideology, and best practice pedagogy from Pasifika communities here and from the wider Pacific region, we add value and culturally intelligent vitality to all other learners as well.

- **Specific Pasifika Talanoa Workshops.**

Since October 2016, there has been three fono in each of the three institutions and in UC, we have had 13 Pasifika PD sessions tailored to specific departments colleges or service units. Development of tailored Pasifika professional development for UC non – pacific staff are now part of H.R's Learning and Development Professional Development offerings UC staff can choose from. UC have established a whole day Pasifika PD offering for staff twice a year. This has been designed, developed, and delivered by a Pasifika staff collective across campus. This highlights collaborative practice between general and academic Pasifika staff, identifying an example of professional unity and valuing diverse expertise on offer at UC.
Within these professional development sessions, non-Pasifika staff are enabled to deepen their knowledge around Pasifika perspectives and increased awareness. This has resulted in the office of Pasifika Development receiving an increasing number of invitations to contribute a Pasifika perspective to papers, course and programme reviews, alongside invitations to collaborate more with college events. Increased Pasifika visibility and credibility across campus and in the wider community has been a good outcome of these collaborative events.

- **Engagement with PPAC**

We have had full membership and participation of our Pasifika advisory groups, both external and internal groups, giving rise to more robust and full discussions around Pasifika strategic development and leading to more innovative ideas. These separate meetings culminate with a final combined meeting with the Vice Chancellor at the end of the year. UC is grateful for the participation and commitment of these groups to the work of the Pacific Development Team and the progress of the UC Pasifika Strategies.

- **PDT recognized as an effective service provider (U-Count)**

The 2018 U-Count survey (Student views on service delivery) has continued to highlight high levels of student satisfaction (highest level of all service units) with the services PDT deliver to students that engage with the team. The Dec 2016 Count survey found that PDT builds a strong sense of belonging for 80% of Pasifika students through creating a sense of community, ensuring students feel acknowledged and accepted, and providing a place of cultural connection and safety.

Challenges and Opportunities

- **Attrition report** undertaken last year found that the earlier Pasifika students connected with other Pasifika students through PDT events such as Get Fresh orientation – there is a better chance for Pasifika students to feel connected and thereby develop a sense of belonging. More proactive strategies are needed to ensure we promote and attract more Pasifika student's families and community to these events.

- **Academic Review** - Too many Pasifika students (10-12%) often find themselves under academic review. Strategies to lift achievement levels are needed to be fore fronted within transition programmes and within the first year, if we want to see these numbers decrease. This will need to include a broader but in-depth understanding of the issues at hand. A more targeted approach is currently being explored with some planned new initiatives being piloted over the next year. (E.g. Supplementary instruction, enhanced tutoring with potential high school applicants, increased involvement with community led programs and other initiatives.)

- **Lower completion and qualification rates** - Despite some encouraging and proactive work in UC's engagement with Pasifika and a continuing high rate of satisfaction indicated by Pasifika students with the services UC deliver specifically for Pasifika, course completion and qualification completion rates for Pasifika continue to be significantly lower when compared to others (see KPI 5 table). The issues are multifaceted and this challenge is felt by all universities throughout NZ, indicating a systemic underlying issue. This then will need to be addressed at a higher level by government policies and resourcing, as well as universities as a whole to improve these rates.

- **Need to prioritise and refocus on key high impact interventions** – UC will need to maintain its new initiatives within academic spaces such as opportunities to grow cultural responsiveness for staff with full day Pasifika PD workshops leveraging UC Pasifika staff research and expertise. Contextualizing content within degree papers and programs to meet the needs of Pasifika learners is increasingly in demand. This

is currently being carried out by a newly created fixed term part-time position -Kaiarahi Pasifika (Academic Advisor) over four Colleges. With four Colleges to cover and increased demand, it is proposed that a continuing full time Kaiarahi Pasifika will be merited.

- **Align Pasifika interventions with university-wide priorities Collaboration** has been a great way of making the best use of skills and resources within a number of other services available and there is a need to leverage current opportunities to work within university wide priorities ensuring best practice and effective engagement is maintained. For example 'Student First' project, renewal of a more comprehensive 'International strategy' as well as a focus on 'First in family' will all capture the needs of Pasifika that fall into these categories. The current UNZ audit with the focus on enhancing Maori and Pasifika achievement will encourage these initiatives further.

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Continuing the Journey 2019 onwards…

The 2019 -2023 UC Pasifika Strategy builds on the aspirations Pasifika people and their communities articulated in the 2014-2018 Pasifika Strategy and the learning's gleaned from this period. A table showing the outcome of the *Implementation Action Plan* of the UC Pasifika Strategy 2014-2018 is attached as *Appendix iii* at the back of this document.

"Well, success for me is I firstly want to get my degree… I want the degree to open new opportunities for me to use that for the work that I do with our people…" (Student voice cited in Luafutu-Simpson et al; 2015:21)

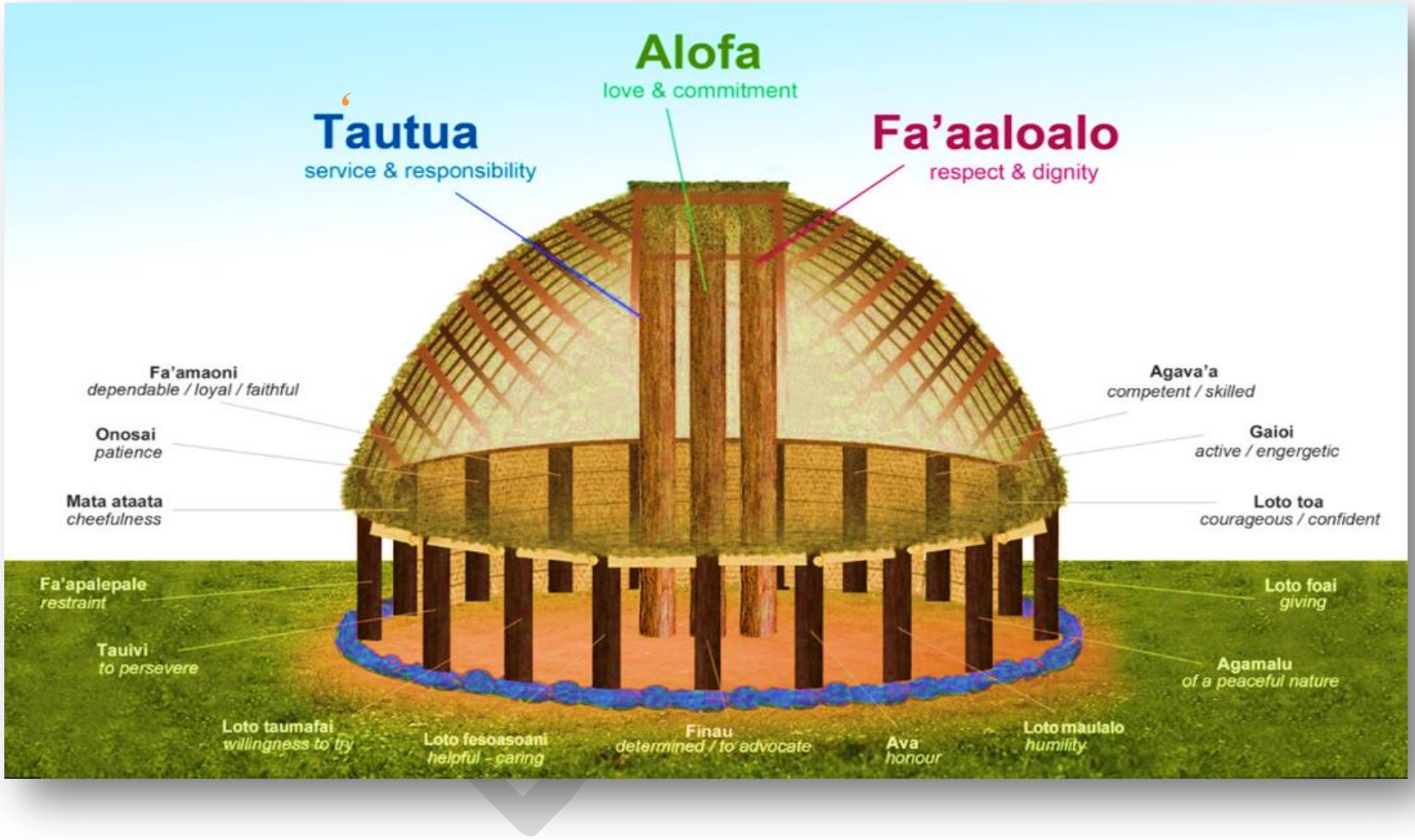
We clearly identify the Pasifika values by way of a Samoan frame, which although ethnic specific articulates common values prioritized by most Pacific cultures. These values will guide our thinking and delivery of programmes and service. This strategy also seeks to amplify the Pasifika student voice leveraging their perspectives of what success is. Emerging from current local research, a self-review resource shaped in the form of a turtle highlights Pasifika Success Indicators (PSI's) and these PSI's will be used as a guide for strategic action points in the implementation plan.

This strategy proposes we actively improve transition programmes, maintain and enhance quality pastoral care for effective engagement with students, and seek to innovate and transform teaching and learning spaces, making them relevant and engaging. Transforming academic Pasifika student experiences will include exploring strategies to increase the capacity of Pasifika research led by Pasifika, increasing Pasifika academic staff and building leadership capacity of current Pasifika staff both within academic and general staff. Additionally having more Pasifika input into papers, courses and programmes, contextualizing the content for Pasifika learners will require a commitment from the University to resource these changes. The outcome of these measures can only lead to increased numbers of Pasifika students experiencing a more positive student journey at UC and achieving success as Pasifika.

"…collectivity, relationships, identity and togetherness are beneficial in enhancing the Pacific students' journey to success."
(Chu et al; 2013: 93)

NOTE Action points in the current implementation plan (*see appendix ii*), should not necessarily be seen as prescriptive or a 'tick box' exercise but seen as suggested guides to progress the UC Pasifika Strategy 2018-2023 intent forward. There are high-level position placeholders that have been identified as responsible for the progress of identified action point – this is to highlight that the UC Pasifika strategy is the responsibility of all stakeholders.

Our VALUES – Identified in the *Fausiga o le Faletele* frame



- Alofa – Care for others (Motive)
- Tautua – Service to others (Demonstration)
- Fa'aaloalo – Respect (Method)

*Encompassing these 3 main values is the notion of **'Teu le Va'** which speaks to the centrality and significance of relationships*

Luafutu-Simpson (2011:54)

The Strategic Intent

Improve Transitions + **Maintain culturally responsive practice across** + **Active transformation of teaching and learning spaces and** = **Achievement**

Effective Engagement → Underpinned by Cultural Values → Informed by Pasifika Staff, Student and community Voice → Evidenced by data and robust research

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Three Strategic Goals

1. Improve Transitions
   a. To review, enhance and extend outreach programmes to Pasifika High-school students.
   b. To review enhance and extend orientation programme.
   c. To review enhance and extend postgraduate capability
   d. To focus on specific learning needs of Pasifika students.
   e. Collaborate with Careers to offer customised Pasifika career pathways
   f. Collaborate with appropriate UC staff to grow Pasifika academic capability and capacity.
2. Maintain quality culturally responsive Practice
   a. Collaborate with Colleges on improved 'Early Alert' systems
   b. Improve clear and consistent data collection.
   c. Increase proactive engagement with students.
   d. explore other online support for efficiencies.
   e. Maintain and enhance tutoring and mentoring programs.
   f. Maintain and enhance culturally responsive practice monitored by Kaiārahi (Pasifika).
3. Active transformation of teaching and learning spaces and experiences
   a. Cultural contextualisation of teaching and learning.
   b. Cultural responsive training with an explicit Pasifika focus.
   c. Build Pasifika research capacity.
   d. Proactive recruitment, and support of Pasifika academic staff.
   e. Build and continue to support Pasifika leadership.
   f. Grow Pasifika presence.

Outcomes: Increased Achievement

Increased Pasifika staff
Increased research capability and capacity
Increased sense of belonging
Increased Pasifika student enrolments
Increased retention rates
Increased completion rates
Increased qualification rates

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Key Performance Indicators

KPI 1: Increase Domestic Pasifika student enrolments

Priority Learner Group - Domestic Pasifika [1]		Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Impact	Input commitments	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
An increase in Pasifika Domestic student EFTS	Total full-time equivalent students	285	304	336	357	379	412	443	474		
	Percentage of all Domestic EFTS	2.6%	2.7%	3.0%	3.1%	3.10%	3.20%	3.30%	3.40%		

KPI 2: Increase first-year Domestic Pasifika student enrolments

Pacific pathways [2]		Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Impact	Input commitments	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Enhanced Pacific pathways into tertiary study	First-year Pacific enrolments as a proportion of first-year domestic enrolments in first year of tertiary study. [3]	2.0%	1.7%	1.9%	2.4%	2.40%	2.40%	2.50%	2.60%		
	First-year Pacific enrolments as a proportion of first-year domestic enrolments	2.6%	2.7%	3.0%	3.2%	3.20%	3.20%	3.30%	3.40%		
	First-year domestic undergraduate Pasifika EFTS [4]	86	85	100	118	154	158	164	173		

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KPI 3: Increase Domestic Pasifika Graduate student enrolments

Graduate Qualifaction enrolments [5]		Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Impact	Input commitments	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Increased graduate enrolments on the part of key priority learner groups	Graduate EFTS	37	38	39	34	34	37	40	43		

KPI 4: Increase International Pasifika student enrolments

International (Full Fee) Participation		Actual	Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Impact	Input commitments	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
An Increase in Pasifika international enrolments	Pasifika Full fee enrolments	76	62	48	35	35	40	45	50		

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KPI 5: Improve the educational performance of priority learner groups

Education Performance Indicators (EPIs)

		2015	2016	2017	2018	2019	2020	2021
Course Completion	UC Pacific completion rates	72%	71%	71%	72%	74%	77%	80%
	UC Non Maori, Non Pasifika	87%	87%	87%	87%	87%	87%	88%
	National Pasifika Average	71%	72%	72%	72%	n/a	n/a	n/a
Qualification completion	UC Pacific completion rates	34%	47%	47%	47%	48%	48%	50%
	UC Non Maori, Non Pasifika	60%	66%	66%	67%	68%	68%	69%
	National Pasifika Average	42%	45%	48%	48%	n/a	n/a	n/a
First year Retention	UC Pacific retention rates	75%	78%	69%	73%	75%	78%	79%
	UC Non Maori, Non Pasifika	76%	78%	77%	78%	79%	80%	81%
	National Pasifika Average	69%	71%	73%	71%	n/a	n/a	n/a

Please note: These EPI targets negotiated with TEC, are the same as those listed in the UC Investment plan. Change strategies are necessary if we are to have a fighting chance to meet these targets. The implementation plans (Appendix ii), will help facilitate, assist and support UC to rise to the challenge.

1. The actuals are based on Domestic enrolments as at 31st of December and may differ slightly to the SDR enrolments subsequently submitted.
2. First year is defined as a students first enrolled year at UC for undergraduates or first year in a qualification for graduates
3. First year Tertiary is s self-declared field by the student, UC does not forecast this field so the dominator is UC's New to UC definition
4. Undergraduate is defined by the level of the Qualification
5. Graduate Qualification is the level of the qualification. Qualification Award code 21 (GradDips) has been included in the level
6. Last two years not forecasted. A planned UC Pasifika Strategy review Nov 2020 will assess progress and set targets for the last two years with more accuracy.

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KPI 6: Increase Pasifika staff numbers Equity & Diversity		Actual										
		DEC-13	DEC-14	DEC-15	DEC-16	DEC-17	JUL-18	Dec 19	Dec 20	Dec 21	Dec 22	Dec23
Pasifika Staff (Annualised FTEs)												
Pasifika Academic FTE	Continuing	3.0	2.1	2.0	2.0	2.0	2.6	3	3	3.5		
	Temporary	1.2	1.2	1.1	1.2	1.1	1.2	1.2	1.5	1.5		
	Total	**4.2**	**3.3**	**3.1**	**3.2**	**3.2**	**3.8**	**4.2**	**4.5**	**5**		
Pasifika % of all UC academic staff		*0.57%*	*0.45%*	*0.44%*	*0.45%*	*0.42%*	*0.50%*	*0.53*	*0.54%*	*0.59%*		
Pasifika General & Technical FTE	Continuing	12.2	12.0	13.8	14.7	15.6	16.7	17.7	18.7	18.7		
	Temporary	4.1	4.2	4.1	5.0	6.0	4.6	6	6	6.3		
	Total	**16.3**	**16.2**	**17.9**	**19.7**	**21.6**	**21.3**	**23.7**	**24.7**	**25**		
Pasifika % of all UC general & technical staff		*1.40%*	*1.40%*	*1.55%*	*1.69%*	*1.85%*	*1.85%*	*2.10%*	*2.17%*	*2.16%*		
Pasifika Total FTE	Continuing	15.2	14.1	15.8	16.7	17.6	19.3	20.7	21.7	22.2		
	Temporary	5.3	5.4	5.2	6.3	7.2	5.8	7.2	7.5	7.8		
	Total	**20.5**	**19.5**	**21.0**	**22.9**	**24.8**	**25.1**	**27.9**	**28.2**	**30**		
Pasifika % of all UC staff		*1.07%*	*1.03%*	*1.13%*	*1.22%*	*1.29%*	*1.32%*	*1.45%*	*1.43%*	*1.49%*		

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KPI 7: Increase UC staff attending Pasifika Professional Development Workshops

UC Staff attending Pasifika PD workshops								
Impact	Input commitments	**Actual** 2017	**Target** 2018	**Target** 2019	**Target** 2020	**Target** 2021	**Target** 2022	**Target** 2023
An increase in UC staff growing cultural responsiveness through participating in these workshops	UC staff numbers	35	50	70	80	90		
	TOTAL UC staff attending Pasifika PD	35	85	155	235	325		

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Appendix i # Setting a Rationale via Pasifika Success Indicators

Pasifika Success Indicator	STUDENT VOICE	UC RESPONSE	COMMUNITY RESPONSE
PSI 1: CONNECT **CONNECT with key stakeholders and develop strategic relationships.** **Strengthen transition and enhance EFFECTIVE engagement.**	Research tells us that Pasifika Students are motivated to succeed for the greater good of their families and communities.	Leverage Pasifika views of success and ensure there are opportunities for families and communities to contribute and participate Staff attendance at community days and events Promote and encourage more participation from families and communities on a more smaller scale– College morning teas for Pasifika parents	Parent sessions at orientation days Parent participation at orientation and welcome days Families and communities to be encouraged to attend – good promotion at a variety of places
PSI 2: CONTEXTUALISE Grow and promote academic excellence in teaching and learning through relevant content and effective pedagogy.	Pasifika students want to see content that is relevant to their own life experiences. Pasifika students learn best when teachers engage in culturally responsive pedagogy.	Avoid assuming that all students experience lives similar to yourselves Seek effective teaching approaches Value other worldviews	Encourage Pasifika families and community member to share their expertise and value their services on advisory boards . Compile a list of Pasifika leaders, artists etc for visiting lectures/talks
PSI 3: CREATE **Opportunities to learn and value Pasifika languages cultures and identity.**	Pasifika students want to graduate with their cultural values intact. Often it is here at University that Pasifika students explore their own identity journeys in a more impassioned way	Encourage staff professional development around Pasifika cultural responsiveness Establish or collaborate with other providers on language courses and cultures.	Create and welcome community events on significant occasions i.e. language weeks, independence days, graduation days, orientation days
PSI 4: CULTIVATE **Strong relationships that reflect Pasifika cultural values and cultural responsiveness that is inclusive of difference.**	Pasifika students are more likely to respond to educators that are genuine and care about them. Good relationships are significant!	Get to know the learner and their cultural background to better engage with them. Seek knowledge around values Be reflective, open and teachable UC leaders to attend Pasifika events as role models in encouraging staff to attend and participate.	Cultivate relationships with external stakeholders – i.e. schools with high proportion of Pasifika students, Pasifika teachers and community groups
GOAL 5: CONSTRUCT **An environment that embraces diversity strengthening a healthy sense of belonging.**	Students respond to an environment that reflect themselves and their cultural backgrounds.	Consider your environment and what might make your students feel more welcomed. Actively recruit more Pasifika staff Consult with Pasifika on policies and procedures Representation of Pasifika on committees at all levels	Invite more community participation within the different learning spaces Welcome Pasifika groups to utilize meeting rooms when they are not being used for teaching.

Appendix ii

Action points completed from 2014-2018	Action points progressing	Action points moved to 2019-2023
The Pasifika Strategy 2014-2018 will be endorsed by the College faculties and approved by SMT and Council in 2014 (VC, PVC's). **Yes launch in 2014.**	The Pasifika Strategy Advisory Group (PaSAG) will monitor, advise, and report on the implementation of the Pasifika Strategy (VC/DSSAC). **Yes continuing**	1. A final report will be released in 2019 when KPI outcomes have been confirmed by TEC .
Quarterly meetings of the UC Pasifika Peoples Advisory Committee (PPAC) will be held and minutes of meetings will be included in SMT agenda papers (VC). **Yes**	UC will continue to sponsor the Christchurch sPACIFICally Pacific Cultural Festival and participate in local school community events (DSSAC). **UC participates**	2. Māori and Pasifika collaboration and relationship be strengthened.
The Pasifika Strategy 2014-2018 will be endorsed by the College faculties and approved by SMT and Council in 2014 (VC, PVC's). **Yes approved.**	The Pasifika Lali Room will continue to be a place for Pasifika community gatherings, to appropriately welcome and engage prospective students, families, community leaders, staff, and visitors to UC (DLR). **Yes continuing**	3. Enrolment and scholarship information sessions and workshops will be held to increase the number of quality scholarship applications **In progress**
The Pasifika Strategy Advisory Group (PaSAG) will review and report on all actions completed by 2016. **Acting Director reported against Strategy presented to Council July 2017.**	An annual Pasifika community fono with the VC is held to highlight and celebrate successful collaboration, achievements, and mutually beneficial partnerships between the University and the Pasifika community (VC/SMT). **Yes last meeting with VC is open**	4. Allocated Emerging Leaders Scholarships for Pasifika first-year students will increase from six to 10 by 2018– **In progress**
SMT will approve the allocation of at least one three-year Pasifika PhD scholarship each year from 2015 (SMT). **Yes approved – 5 PhD scholarships granted since 2014.**	More Pasifika art and cultural materials will be displayed in student and staff spaces across campus (DLR/MBL) **Yes continuing** – the Pacific curator has had an increased demand from Colleges for Pacific Art work and this action place will be continued in next strategy period.	5. Plans for a dedicated Pasifika design facility and spaces, will remain part of ongoing campus remediation discussions, and 10 Year Campus Master Plan (DLR). **Director PD to develop a strategy for this to be followed up within the next strategy**
Recognized as a specialist service, the Pacific Development Team will be widely promoted, supported, resourced, and easily accessible to advocate for and respond effectively to the diverse multi-layered needs of Pasifika learners . **Yes recognized, PDT has been consistently recognized for excellent service by students and staff.**	Where relevant, College committees, boards, service groups and working parties looking at student engagement and retention, teaching and learning, and equity and diversity matters will have a Pasifika representative (SMT/PVCs). **PDT staff on a number of these groups**	06. Pasifika scholarship recipients are invited to participate in and contribute to the development and delivery of UC student leadership programmes **Director PD to follow up with scholarships office- yes this is happening with emerging leaders prog**

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Dedicated Pasifika spaces on campus for students will be provided to welcome, transition and support students, and community access to available spaces will be supported to strengthen community engagement and connections. **Yes and more improved spaces to be added**	A well-coordinated cohesive structure for attracting, transitioning, supporting and retaining Pasifika international students, particularly Pasifika NZ Aid students, will include cultural competence training for all staff involved in this process **In progress**	07. UC and College strategic plans, recruitment and retention strategies, policies, and processes incorporate the Pasifika Strategy (SMT, PVC's and service directors). M**eetings completed with all 5 PVC's, with feedback on College progress.**
A Pasifika Staff Recruitment and Development Plan is drafted for incorporation into the HR recruitment process, staff induction and PD&R process to support the retention, development and recruitment of Pasifika staff. **In progress**	Pasifika staff and student achievements, community news stories and language week celebrations will be regular items in all UC online communications and feature in relevant publications and promotional materials (DSSAC). **Yes continuing -See Strategy report back 2017**	08. All UC qualifications and degrees will include a cultural competence component with service learning opportunities developed in collaboration with Pasifika communities **Will follow this up and carry on in next strategy.**
UC will remain a member of the Association of Pasifika Staff in Tertiary Education, and staff is supported to attend the annual conference and participate in other local and national tertiary education fono's (VC/HR). **Yes approved and supported by HR.**	Dedicated Pasifika spaces on campus for students will be provided to welcome, transition and support students, and community access to available spaces will be supported to strengthen community engagement and connections (DSSAC/DLR). **Yes continuing**	09. A stock take of Pasifika courses, content, and teaching practices will be updated and reviewed? **Director to follow up with DVC Academic and this will be carried over to next strategy**
Pasifika staffs are developed to strengthen Pasifika leadership capacity and achieve the desired outcomes of the Pasifika Strategy (PVC's and service directors). **Happening in some areas -See Strategy report back**	Pasifika alumni will connect with non-Christchurch based prospective students and distance learners prior to commencing their studies (DSSAC). **Initial meetings with Pacific Alumni in Samoa last year -**	10. A Pasifika research stock take will be undertaken and will be included as part of the University's Annual Report **Director to follow up**
The PD&R and staff development process will encourage and incentivize tutors and teaching staff to become more culturally responsive and competent in understanding Pasifika diversity, cultural realities, challenges and expectations (DVCA/PVCs/HR).**Talanoa PD Day developed**	Local and national marketing campaigns include Pasifika as a target audience, recruitment and outreach initiatives include Pasifika staff and students in development and delivery, particularly in high growth regions. **Yes some initiatives beginning- Outreach activities planned (Word festival) – collaborating with Humanities, School of Business to have events in East, planned Collaborative Science Camps for next year**	11. A Pasifika scholarships programme will be developed to increase postgraduate numbers, create new scholarships, and provide academic mentoring and post-doctoral opportunities for early career academics **Some progress Pasifika PHD scholarships now in place but mentoring of potential and new Pasifika academics to be a focus in next strategy.**
Institutional reporting will include analysis and reporting on Pasifika to strengthen inclusive evidence-based teaching and learning practices (DVCA). **In progress.**	Community engagement success stories and experiences will be shared with all students and staff in all UC communications and publications (SSAC). **See Strategy report back July 2017**	12. The Pasifika alumni database will be kept up to date to develop a targeted campaign effort to seek fundraising support for special projects - i.e. Pasifika Fale or Centre . **Director PD to follow up**
Events such as the Pasifika Welcome Day, Pasifika Graduation and community evenings are held to profile our Pasifika role models and celebrate their success with families and communities (SSAC) **See Strategy report back 2017**.	The National Inter-university Talanoa Research Grid will be held by video conference each month for postgraduate students to present their research to other Pasifika postgraduate students and academic staff at other universities, including USP, NUS and ANU (MBC/PDT). **YES Ongoing**	**13.** Pasifika leaders, academics and successful alumni will be sought and utilized as guest lecturers and tutors in relevant core courses (PVCs). **Needs a focus, happening randomly – to be carried over and actioned more intentionally**

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College Pasifika Achievement Awards for continuing students will increase in number and value to encourage and celebrate academic excellence. These awards are presented by each College at the Annual Pasifika Achievers Evening in April (PVCs). **Yes continuing**	The Pasifika Staff Recruitment and Development Plan will include succession planning, internal and external exchanges and academic pathway opportunities to encourage and mentor postgraduate students and staff into tutoring and teaching roles. **Discussed and currently being planned by Director Pas Development.**	**14**. The development of the Graduate Profile and the Co-curricular Transcript includes service learning opportunities for encouraging all students to engage with Pasifika communities **Needs ongoing focus.**
Quarterly meetings of the UC Pasifika Peoples Advisory Committee (PPAC) will be held and minutes of meetings will be included in SMT agenda papers (VC). **Yes happening**	The development of Pasifika relevant courses and content, assessments and tutorials will be supported by HODs, College Teaching and Learning Committees (DVCA-UCTL). **Ongoing focus of Kaiārahi Pasifika (Academic Advisor) but this role is only funded until March 2019. Need this role to be a continuing one.**	15. Celebrate, incentivize and promote innovative teaching practices that foster an environment of belonging that is affirming and open to diverse cultures as part of the UC Teaching and Learning Week. **Some work done here however needs a continuing focus and Pasifika representative to sit on committee -Director PD to follow up**
The Pasifika Postgraduate Network will continue to provide support and advice to students with the support of the Postgraduate Office **YES being mainly supported by MBC need to have this operationalized.**	The Pasifika Research Symposium will continue to showcase Pasifika research to students, staff and community. **Pasifika research symposium no longer active but PDT collaborate with others to support Pacific themed and focused conferences e.g. MBC Political Science conference 2016, College of Arts - Oceanic conference 2017 and Pacific Law Conf 2018.**	16. UC will connect and collaborate with universities in the South Pacific through the work of the Pacific Liaison Officer, Colleges and the Macmillan Brown Centre for Pacific Studies **This needs to be carried over as a focus again in the next strategy**
The development of a Library Services Pasifika Collections Plan The collections will be more visible in key parts of the University coinciding with significant events and celebrations (DLR). **Yes completed and report available**	UC alumni fundraising efforts will include a Pasifika campaign to raise funds for outreach, scholarships and retention services. **Yes, a campaign has been launched this year as well.**	17. A Pasifika Research Protocol will be developed. **This needs follow up.**

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TE POARI AKORANGA

ACADEMIC BOARD

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

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

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

That the Council note the report from the Academic Board.

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

UNIVERSITY OF CANTERBURY

REPORT OF THE ACADEMIC BOARD MEETING HELD ON

FRIDAY 9 NOVEMBER 2018

TE POARI AKORANGA

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

1. CHAIR'S REPORT

The Chair requested members join him in congratulating:

- Professor Jason Tylianakis, School of Biological Sciences and Professor Angus Macfarlane, Office of the Assistant Vice-Chancellor, Māori, and School of Teacher Education who have been elected to the Academy of the Royal Society Te Apārangi for their distinction in research and advancement of science, technology and the humanities;
- Dr Mitja Remus-Emsermann from the School of Biological Sciences, winner of the UC Early and Emerging Career Researcher Award 2018.

The Chair also sought members' views on current membership terms of office. The standard terms of office for academic members had been put on hold whilst the review of the Academic Board was taking place. However this review had taken longer than originally anticipated, so some members' terms of office had now long expired. As the review was currently paused to allow Professor Cheryl de la Ray to be involved in the process, the Chair asked for views on whether elections should now be held.

Views from the floor included:

- Elections should be held to ensure that the Board is properly constituted;
- Originally members had been chosen to ensure a balanced view across departments, but as staff had left UC, this was no longer the case;
- As the Board is under review, elections could be held with a new term of office such as until the end of 2019 or until such time as the Board review is completed.

There was agreement that the normal process of elections with three year terms of office should take place, but that all those involved should be clear that the Board was currently under review and that membership may be subject to change once the review was complete.

The Chair reported on the recent release of the Times Higher Education world university subject rankings. UC had performed strongly as follows: Arts and Humanities in the ranking 251 – 300, Life Sciences 251 – 300, Physical Sciences 310 – 400, Pre-clinical and Health 101 - 125, Psychology 176 – 200, Social Science 201 – 250, Business and Economics 151 – 175, Education 251 – 300. The rankings for Engineering and Technology and Computer Science would be announced on 29 November.

The Chair noted that the next meeting of the Board would take place on Friday 7 December which would largely be for discussion of the possible partnership with Lincoln University. The expectation was that the Board's views on academic matters with regard to a proposed

partnership would be conveyed to Council on the following Monday afternoon. The Lincoln University Academic Board would also meet on 7 December and receive an identical presentation. He acknowledged members' concerns that the timescale was very tight, but noted that this had been imposed by the Minister and was not in the universities' control. He agreed to pass on members' requests that material might be available in advance of the meeting. The meeting would be followed by a celebration to mark the Vice-Chancellor's final Academic Board meeting, to be held in the Shilling Club from 4.30.

2. THE VICE-CHANCELLOR'S REPORT

The Chair presented the Vice-Chancellor's report as read and noted the following additional matters:

- Early applications to enrol numbers indicate a 20% increase in new and returning domestic students and a 27% increase in new and returning international students compared to this point in the cycle in 2017.
- The discussions with Lincoln University are ongoing under the oversight of a joint working group with eight work streams seeking to understand specific issues. Both universities had met with TEC and other officials in Wellington on 30 October to present their early findings. Following the next Academic Board and Council, both universities will attend a final briefing to officials in Wellington on 14 December prior to the final submission which is due on 21 December.

3. PRESENTATION ON CHILDREN'S UNIVERSITY

The Assistant Vice-Chancellor (Academic) Professor C Moran gave a brief overview of UC's involvement with Children's University. UC and Lincoln University had recently signed a sub-licence to bring Children's University to the Canterbury region. Children's University started in the UK and is well-established in Australia. UC's involvement will offer local primary school-aged children educational experiences outside the classroom whilst introducing them, and their wider families to tertiary education. It will also offer UC students and staff the chance if they wish to volunteer for a community engagement opportunity. Children will be issued with a learning passport. On completion of a number of hours at validated learning destinations they will be entitled to a graduation ceremony at the university. Local schools and teachers are the key drivers of activities, which might include visits to the Teece Museum, Rutherford's Den and Orana Park. Christchurch City Council and Ngāi Tūāhuriri are both fully supportive of the initiative which will target socioeconomically disadvantaged schools. Early research by the University of Adelaide had indicated that for those involved with the Children's University there, there was an improvement in children's behaviour, attendance and punctuality at school. She said that participation in Adelaide had begun with 22 children, but had increased to several hundred over time. It was intended to launch locally with pilot schools in 2019. She confirmed that there would be some distinctly New Zealand flavour to the experiences offered and that UC students involved would receive some training in advance.

Professor Ian Wright
Chair
Te Poari Akoranga – Academic Board
14 November 2018