COUNCIL

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

EMBARGOED UNTIL 4pm WEDNESDAY 30 MAY 2018

Agenda

Date **Wednesday 30 May 2018**
Time 4.00pm
Venue Council Chamber, Matariki

Refer to Page No.

1. APOLOGIES: Josh Proctor

2. CONFLICTS OF INTEREST
Every Member has an obligation to declare any material interests relevant to any University of Canterbury activities and to ensure that any conflict arising from the material interests is noted and managed appropriately

3. MINUTES (26 April 2018) 1-7

4. MATTERS ARISING

PART ONE: REPORTS

5. FROM THE CHANCELLOR
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   - 5.2 2018 Council Work Plan
   - 5.3 Degrees Conferred in Absentia

6. FROM THE VICE-CHANCELLOR
   - 6.1 Monthly Report 11-44

7. FROM THE FINANCE, PLANNING AND RESOURCES COMMITTEE 45
   - 7.1 Māori Student Engagement (Dr Darryn Russell, AVC in attendance) 47-52
   - 7.2 2019 Meeting Schedule 53-55

8. FROM THE AUDIT AND RISK COMMITTEE 57
   - 8.1 Health and Safety Report (Tim Turnbull, Acting Director Human Resources in attendance) 59-62
   - 8.2 Health and Safety Charter 63-69

9. FROM THE ACADEMIC BOARD
   - 9.1 Academic Board Report 71-74

10. PUBLIC EXCLUDED MEETING

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

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

Item on Public Excluded Agenda	General Subject Matter	Reason for passing this resolution in relation to each matter	Grounds under section 48(1) for the passing of this resolution
4	Minutes of the meeting held on 26 April 2018 with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5	Matters arising from those minutes		
6 6.1	**From the Chancellor** Emeritus Professor Nomination	To protect the privacy of natural persons.	7(a)
7. 7.1 7.2	**From the Vice-Chancellor** Risk Report UNZ Letter to Minister re University Sector Funding	 To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	 7(f)(i) 7(f)(i)
8. 8.1 8.1.1 8.1.2 8.2 8.3 8.4 8.5 8.6	**From the Finance, Planning and Resources Committee** UC Futures - UC Futures Summary - GOG Agenda Orange H Receivership TEC Annual CAM Self-Assessment Student First Update Report Sale of 112 Waimairi Road Movements in Year End Forecast to April 2018	 To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	 7(h) 7(f)(i) 7(h) 7(f)(i) 7(f)(i) 7(h) 7(h)
9. 9.1 9.2	**From the Audit and Risk Committee** Draft minutes of the meeting of 21 May Event Investigation Recommendations	 To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	 7(f)(i) 7(f)(i)
10.	**Strategic Discussion**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
11.	**From the Vice-Chancellor Appointment Committee**	To protect the privacy of natural persons.	7(a)

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

11. REPORT FROM THE PUBLIC EXCLUDED SESSION

12. GENERAL BUSINESS

13. NEXT MEETING –**Wednesday 30 May 2018**

COUNCIL

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Minutes

Date	**Thursday 26 April 2018**
Time	4.10 pm
Venue	Council Chamber, Level 6 Matariki
Present	Dr John Wood (Chancellor), Ms Sue McCormack (Pro-Chancellor), Dr Rod Carr (Vice-Chancellor), Mr Peter Ballantyne, Dr Rosemary Banks, 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, Registrar and University Council Secretary Professor Ian Wright, Deputy Vice-Chancellor Ms Alex Hanlon, Executive Director, Learning Resources Mr Keith Longden, Chief Financial Officer Dr Andrew Bainbridge-Smith, Academic Registrar Ms Robyn Nuthall, UC Futures Programme Manager Mr Bruce White, Deputy Registrar Mrs Raewyn Crowther, University Council Co-ordinator

CONFLICTS OF INTEREST

There were no conflicts of interest reported.

MINUTES

Subject to a minor change, the minutes of the meeting held on 28 March 2018 were approved and signed as a correct record.

MATTERS ARISING

There were no matters arising.

FROM THE CHANCELLOR

Chancellor's Meetings

The schedule of meetings was noted for information. The Chancellor noted that the ANZAC day event was well supported by both the University and wider community. He thanked the UCSA executive for their efforts in staging the event.

Council Work Plan 2018

An updated copy of the Work Plan was tabled and Mr Field noted the changes since the plan was last tabled. This was a dynamic document

that provided information on the programme of work for Council in the coming year.

Graduation Splits
Council was advised of the College splits for the December 2018 Graduation ceremonies.

FROM THE VICE-CHANCELLOR

Monthly Report
Professor Wright presented the report which he had drafted while Acting Vice-Chancellor. The report was taken as read and Professor Wright provided an update on a number of matters:

- Total 2018 enrolment had exceeded 13,000 EFTS for the first time in the post-earthquake period.
- The CETF and Ernest Rutherford construction projects were progressing steadily towards completion.

In the ensuing discussion, it was noted that:

- Some of the research contracts executed this year had been awarded in 2017.
- Some building and research systems in Ernest Rutherford were still to be activated but the matter was not a cause for concern.
- The cost of the UCSA building project was likely to exceed the approved budget. The variance was not a cause for concern.

The Vice-Chancellor, Dr Carr, provided a further update:

- The Education Amendment Bill had been passed into law, thereby providing the statutory authority for the University to pool its trust funds.
- CEISMIC (the Canterbury earthquake digital archive) had hosted the Minister of Broadcasting, Communications and Digital Media.
- The Employers' Chamber of Commerce had hosted the Minister of Immigration. The CEO and Mayor had requested support for international education in Christchurch.

Moved

<u>That</u>: The Acting Vice Chancellor's Report be received and the oral updates noted.

Carried

FROM THE FINANCE, PLANNING AND RESOURCES COMMITTEE:

Ms Catherine Drayton, Chair, provided the report on the FPRC Committee meeting on 16 April 2018.

Christchurch NZ Submission
The submission to the Christchurch City Council was prepared at very short notice to support the application by Christchurch NZ for $1.4 million to promote international education initiatives in the city.

Moved

<u>That:</u> Council endorsed the submission to the Christchurch City Council supporting Christchurch NZ's request for funding of initiatives promoting international education.

Carried

FROM THE ACADEMIC BOARD

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

- The annual report from Academic Administration Committee.
- The proposal for the Bachelor of Communication.
- Revision of the BSc (Hons).
- The follow on report of the PhD review and the follow up actions that would be undertaken.
- Academic Board Review

In discussion, it was noted that:

- The review of the Academic Board should take as long as it takes, in order to provide clear recommendations to Council.
- Academic Board should be in a position to provide clear academic advice in respect of any review of the strategic plan.
- An increasing number of doctoral candidates were suspending their study. Further investigation was needed to understand why students suspended study in the latter stages of their research programmes.
- UC Foundation had provided funding to support the introduction of a publication incentive to encourage students to publish papers prior to the submission of their thesis.

Moved

<u>That</u>: the Academic Board Report be noted.

Carried

Moved

<u>That</u>: Council approve the following curricula developments and forward the proposals to CUAP and TEC:

i) The introduction of a Bachelor of Communication (for CUAP and TEC approval)

ii) A revision of the Bachelor of Science with Honours (for CUAP and TEC approval)

iii) The deletion of the Certificate in Learning Support (for noting by CUAP and TEC)

Carried

PUBLIC EXCLUDED MEETING

Moved

<u>That</u>: the public be excluded from the following parts of the proceedings of this meeting, namely:

Item on Public Excluded Agenda	General Subject Matter	Reason for passing this resolution in relation to each matter	Grounds under section 48(1) for the passing of this resolution
4	Minutes of the meeting held on 28 March 2018 with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5	Matters arising from those minutes		
6 6.1	**From the Chancellor** 2018 Teaching Medal	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. 8.1 8.1.1 8.1.2 8.1.3 8.2 8.3 8.4 8.5	**From the Finance, Planning and Resources Committee** UC Futures - UC Futures Summary - RRSIC Delegation - GOG Quarterly Scorecard International Fees 2019 Student First Update Report Monthly Financial Report to 31 March 2018 Movements in Year End Forecast to March 2018	 To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	 7(h) 7(h) 7(h) 7(h) 7(f)(i) 7(h) 7(h)
9. 9.1	**From the Vice-Chancellor Appointment Committee** Verbal report	To protect the privacy of natural persons.	7(a)

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

Carried

RETURN TO PUBLIC MEETING

Members returned to public meeting at 6.06pm and resolved:

International Fees

Moved

<u>THAT</u>: Council approve as follows:

1. International Fees

1.1 Undergraduate

Council to approve a five per cent (5%) across the board increase in tuition fees for all Fee Bands, with the exception of Science to increase by 5.5%, and Engineering by 2.4%.

1.2 Postgraduate

Council to approve a five per cent (5%) across the board increase in tuition fees for all Fee Bands, with the exception of Engineering which will increase by 7.7%

2. Special Programmes

2.1 Council to approve increases in line with the percentage increases recommended in 1.1 and 1.2 above.

2.2 Special Programme Fees to be approved by Council on an exceptions basis:

2.2.1 A Special Programme Fee of $23,000 per 1 EFTS replaces all the current Special Programme Fees that are currently in operation for Arts and Social Science (providing a market based reduction of $6,900 per 1 EFTS to assist recruitment and establish a market base). (reference 7.4.1)

2.2.2 A Special Programme Fee of $32,600 per 1 EFTS replaces the current Special Programme Fees for postgraduate programmes that are currently in operation for Science (providing a market based reduction of $4,000 per 1 EFTS) (reference 7.4.2).

2.2.3 A Special Programme Fee of $25,000 per 1 EFTS is introduced in 2019 for all postgraduate programmes that are currently in operation in the subject area of business, commerce and finance.

(a) PGDipBIS / MBIS / MBM / MPA / MFM / PGCertBus / PGDipBus (169 EFTS 2018 YTD)

(b) PG Dip and Master of Applied Data Science (43 EFTS YTD) (reference 7.4.3)

2.2.4 The Special Programme Fee for the Graduate Diploma in Teaching and Learning (Primary) increases from $26,000 to $26,500 (reference 7.4.4)

2.2.5 The Special Programme Fee for the Graduate Diploma in Teaching and Learning (Secondary) an increase from $25,000 to $25,500 (reference 7.4.4)

2.3 Council to approve an increase in the Study Abroad fee by $250 to $12,500 per semester for 2019

3. Flat Programme Fees

3.1 The flat fee charged at the programme level for postgraduate programmes is extended to one year Honours programmes (120 points).

3.2 For undergraduate programmes that are short in duration, for example, Graduate Certificates, Graduate Diplomas, Certificates and Diplomas, that flat fees are charged at the programme level.

3.3 For undergraduate programmes of a longer nature (typically Bachelors Degrees), where annual re-enrolment is required and course selection is varied and can range widely across subject areas, that the existing fee band method of charging fees based on course selection remains in place.it is recommended that charging fees based on fee bands at the course level remain in place (no change)

3.4 A work stream is commenced immediately that will aim to resolve the flat fee issues for undergraduate programmes of a longer nature (typically Bachelors Degrees) and that that work will shape a recommendation for the 2020 International Fees Proposal.

4. Packaging of International Fees

The tools remain in place enabling:

4.1 A maximum of 20% of an international fee to be 'packaged' as a scholarship, non-tuition fee or additional fee, thereby varying the published fee by 10% either way, provided that the total annual cost does not exceed $150,000 per college.

4.2 The 10% maximum may be relaxed up to a maximum of 15% discount based on direct business and volume at the discretion of the Vice-Chancellor.

Direct business and volumes allowable for consideration of the 15% maximum in the context of international fees packaging constitute:

(a) Full fee students who are recruited directly i.e. where we do not incur an agent's fee. This would cover students transferring to UC via pathway agreements e.g. KYS and MARA diploma pathway students, students recruited directly from Indian and Vietnamese high schools.

(b) Students applying from new and emerging markets to establish market penetration.

4.3 The Vice-Chancellor to make decisions on the recommendation of the College PVC using the student and market criteria above, up to $1.5 million.

Carried

GENERAL BUSINESS There were no items of general business.

The meeting closed at 6.08 pm.

NEXT MEETING The next meeting is scheduled for 4.00pm on Wednesday 30 May 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:	23 May 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.

- Chaired a meeting of the UC Council Appeals Committee
- Hosted a Graduation Thank You event for staff
- Attended a UC Foundation board meeting
- Attended a dinner with benefactor Tan Sri Nga Boon Keat
- Attended a meeting of VCAC for candidate interviews
- Attended a meeting with Steve Smith, Chancellor, LU
- Attended a meeting of VCAC
- Attended a meeting of the Canterbury History Foundation
- Breakfast meeting with Chair, VCAC
- Delivered a lecture to POLS 308*
- Chaired a reconvened meeting of the UC Council Appeals Committee
- Attended Audit and Risk Committee meeting
- Attended FPRC meeting
- Attended VCAC meeting for final deliberations
- Chaired a Special Meeting of Council to receive recommendation from VCAC
- Opened the Model EU conference
- Hosted an alumni function at the Crusaders rugby match
- Attended a meeting of GOG

J. J. Wood

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Chancellor

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UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

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

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1. INTRODUCTION

The 2018 Budget held something of a surprise for the tertiary sector – no increase in SAC funding rates for 2019 or 2020, a period when CPI inflation is forecast to add 3.5 to 4% to economy wide costs and, if history continues, given the particular mix of University costs, a 4 to 5% increase in UC costs. With one third of our income effectively frozen and inflation pushing costs up by $20m to $25m over the next two years, it is unrealistic to assume that increases in domestic student numbers, increases in international student tuition revenue and the margin on additional research income will fill the gap. Yet again we will need to set priorities, focus our efforts on those things that generate revenue and reduce costs.

Bad news earlier in the month was the notification that Orange H. (Formerly Hawkins), our long-time construction contractor for earthquake repairs and the CETF (Engineering) works, had gone into receivership. This complicates the settlement of final accounts and the close-out of a small amount of unfinished works and defect correction and places some warranties in jeopardy.

Final accounts and close-out of the Fletcher's contract for the Ernest Rutherford building is progressing in line with the contract and finally some of the scaffolding is coming down from Rehua. The delays in completing the Rehua project and decommissioning of the Dovedale and Kirkwood villages are putting significant pressure on staff and students, especially students based at the Dovedale campus.

On a more positive note, the premises we have leased in the new Health Research Education Facility (HREF) to support health sciences are due for completion in August. The old Von Haast building is finally down. Work on the UCSA building is progressing but a little behind schedule and the UCSA fundraising campaign has passed the halfway mark with over $2.5m given or pledged so far. The tender for the upgrade and reconfiguration of the Locke and Logie buildings is almost ready to go to market and the work to enable the relocation of Communications Disorders to the Psychology building is progressing well.

A 66% increase in prospective students from Auckland interested in coming to UC in 2019 was well received by the Auckland liaison team – over 250 turned out compared to 150 last year.

2. STRATEGIC MATTERS

2.1 UC Futures

The number and nature of students studying at New Zealand universities varies from year-to–year, with differences in both the number of people in the population of each age group, and the number of available jobs. Prior to the earthquakes, UC recruited about 12% of the new school leavers from across New Zealand. After the earthquakes, UC's share of this group fell to below 10%. This year, UC has regained its natural share of this market, with about 12% recruited again. This marks another milestone in the University's move from earthquake recovery to being a thriving centre of learning.

2.2 Rutherford Regional Science and Innovation Centre (RRSIC)

The Ernest Rutherford Building is now fully used for teaching and the new café on the ground floor is fully operational, bringing a taste of Asia to the campus. The building is designed to be a regional centre for science teaching and research with formal and informal spaces for citizen scientists, professional scientists and students to meet and talk science.

From the time this building has opened it has been used to continue with the College of Science's work in the community. Events hosted in, or with tours to, the building have included the Canterbury Geography Teachers' Association, the International Young Physicists Tournament, the Pop Up Christchurch Climate Exchange, Discovery Day, the Science and Engineering Partnership Industry event, and the building's Open Day on 10 April. The very active use of the building from its completion is indicative of the University's work to grow the 'town and gown' relationship and to make science accessible to all in the region who are interested. The College commissioned a video walk-through of the building as part of promoting the College, the University and the disciplines homed in the building. The video, hosted by doctoral student Stephanie Galla is available online at: https://youtu.be/V5idYo4qjZ8

With the completion of the demolition of the old Von Haast building, the Rutherford Regional Science and Innovation Centre Stage Two, the construction of the new Beatrice Tinsley building can now start.

During the demolition of the Von Haast building, environmental impact was measured through a range of tests. Testing of water in the nearby Okeover Stream showed no contamination, random testing of waste loads showed no issues, and background testing of air monitoring for dust and asbestos did not flag any concerns. The environmental monitoring of noise and vibration has shown measurable environmental impacts and there were a small number of complaints. As a result Dominion Constructors, the contractor, staggered the use of machinery to break concrete, including reducing the noise in the middle of the day. Overall the demolition has been completed with minimal immediate environmental impact.

2.3 Canterbury Engineering the Future (CETF)

This development is now in its defects and construction warranty period. The Engineering Precinct is almost all in full use, but there are a small number of significant items which are yet to be completed. The recent announcement that the construction firm finishing the building was going into receivership has adding complexity to the finalisation of the final accounts and the completion of outstanding work. UC will update its communities when it has identified the best way to approach this, while also getting the outstanding work done.

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

Completed rooms in the rebuilt Rehua building have begun to be closed off as internal work nears completion in many areas. However, some concerns about the quality of façade work and the painting of steel members in the building are likely to continue to slow progress. The contractor is actively addressing the façade issues by removing faulty work and reapplying the façade to the building. The contractors have started commissioning the building's services and this is going well.

Once open the building will have available teaching rooms which are designed to 'simulcast' lectures and seminars to other campuses and to distance learners, allowing them to fully participate in the class, asking and answering questions from remote locations as well as in the classroom. This advance will significantly improve the learning experience for distance learners engaged in these classes.

2.5 Graduate Attributes

2.5.1 Graduate Profile Highlights

UC continues to embed additional curriculum content for undergraduate students to support UC's additional four graduate attributes. Undergraduate degrees already have curriculum content which supports the fifth and most important attribute – competence in the core discipline. The concept that all UC graduates from bachelor's degrees will have these five attributes when they graduate is well accepted at UC, having been explored in 2012 and approved for use by the UC Council in January 2015. Each course in the UC Course Information System (which provides online course information) can now show which of the attributes the course contributes to. International Marketing (MKTG309) is a course which contributes to all of the UC attributes and can be used to show the way this information is imparted to students considering enrolment. This information is displayed in the following way online:

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.

A range of programme reviews are scheduled for the middle to last quarter of 2018 in order to review the core disciplines of the programme as well as how the qualification and the disciplines within the qualification relate to the Graduate Profile. The undergraduate reviews for 2018 represent the final round of reviews that commenced in 2013 as part of the UC Futures project.

Attribute 1: Employable, innovative and enterprising

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

All UC students are invited to hone their entrepreneurial skills through the University Centre for Entrepreneurship with the UCE Deloitte Business Competition. In 90 minutes, students can take part in a supported competition that teaches them key skills like communication, team work, as well as business skills like financial analysis. The competition also gives students insights into 'real-world' problems faced by businesses and give them an opportunity to apply their skills and discipline to finding a solution.

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.

Kaiārahi are meeting with Course Coordinators and Programme Coordinators supporting the development of embedding the BiCC attributes into new courses and programmes. As Colleges prepare for new courses and programmes for CUAP Round Two, proposers are encouraged to engage early with Kaiārahi to maximise the BiCC learnings for students.

Office of AVC Māori recently hosted Sheelagh Matear, Academic Quality Agency and Fiona Johnson-Bell, Portfolio Manager – Education System and Māori, Te Kāhui Amokura. Fiona and Sheelagh were at UC to present to staff on the enhancement theme topic for Cycle 6 of Access, outcomes and opportunity for Māori students and for Pasifika students.

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.

Volunteer opportunities are an excellent way for students to engage with the community. There is with the SVA and the Office of the AVC Māori to establish ways of providing opportunities for students to increase their Bicultural Competence and Confidence while participating in SVA events.

The CEISMIC activity which is aligned with the College of Arts has grown considerably to include 16 projects that volunteers can contribute to while recording their activity on their Co-curricular Record. The activity name has been changed to Arts Digital Project Volunteer to reflect this growth. Staff have also been contributing to community engagement in a broader sense with research and publications in the area. Lewis, T., Fickel, L. H., Mackey, G. & Breeze, D. (2018). Informing Teaching Through Community Engagement: A New Zealand Approach. In Meidl, T. D. & Dowell, M. S. (Eds), Handbook of Research on Service-Learning Initiatives in Teacher Education Programs (pp. 278-298) Hersey PA: IGI Global is a recent example of the work by our own staff in the College of Education, Health and Human Development.

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.

Global China Connection is a student-led club that aims to inspire students to pursue China-related opportunities and to help them succeed in a world increasingly connected to China. Students took part in a bootcamp to pitch ideas to businesses that bring together aspects of Chinese and New Zealand experiences. Finalists will present an online promotional marketing campaign for their businesses to a live Chinese audience.

2.6 International growth strategy

Two strands of the UC Futures programme are coming together to support a better student experience at UC and better learning outcomes for both international and domestic students. UC is currently increasing our international student recruitment and also increasing global content in courses. These two things, together with ensuring that international students arriving here receive appropriate positive learning support, UC is increasing the internationalisation of the University and its campus as well has helping ensure all graduates are globally aware (one of UC's five universal graduate attributes). We are also increasing the number and quality of offshore experiences for students enrolled at UC through specific courses which include educational trips, and through an increase in international student exchanges.

2.7 International

The highlight this month was UC signing an agreement in Science with Yantai University in China which promises to benefit both universities. The International Partnerships Coordinator will visit Yantai in May to begin promoting this programme to prospective students. A Memorandum of Understanding has been signed with Harbin Institute Technology (HIT) which was followed by a successful visit from HIT to UC. HIT visited three colleges – Engineering, Science and Business and Law, but collaboration could be achieved across the whole university by identifying articulation programmes. Additionally, there is an excellent opportunity for 3-5 UC students to participate in a week-long study tour at HIT 13-20 July which will be funded predominantly by HIT.

MARA has confirmed that up to 26 MARA sponsored students will come to UC in July to study Commerce through a pathway with KPM in Malaysia.

The Study Abroad team hosted group site visits from key US Study Abroad provider partners, including International Studies Abroad (ISA) and Institute for Study Abroad (IFSA). These visits included groups of Study Abroad advisors from US institutions, with a strategic recruitment objective of showcasing UC's campus and academic and experiential opportunities to the US-based Study Abroad staff who will influence programme approval and prospective student study choices.

The Associate Director International and the International Recruitment Officer, China, attended the JJL Office opening in Auckland – a highly valued China agent previously only based in China. UC and JJL have maintained and further developed this relationship over the last few years as we continue to receive significant international student numbers via JJL. Team China and the Associate Director worked with Liaison in Auckland hosting 14 agents at the UC office, enhancing the relationships between IRO, agents and their students, and the Liaison team.

The output of International student profiles has been increasing, with 55 of 204 profiles now complete. Having international student profiles available to incoming students is a great way to showcase what life is like at UC for an international student.

The 'University of Canterbury India' page has been converted into the 'University of Canterbury International' page as a whole. This has enabled IRO to target specific markets more easily by curating daily region specific posts, including highlights of life at UC and academic success.

Comparing week 1 May 2017 to 29 April 2018, UC's international conditional offers for the remainder of 2018 are up by 57%, full offers of place are up by 41%, and offers of place accepted are up by 26%.

3. CHALLENGE

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

3.1 Marketing

Social media activity continues to be high with good engagement across Facebook, Instagram, SnapChat and Twitter. Students take over activity on Instagram has been strong including a GO Canterbury takeover, club profiles and career expo profiling. UCME videos and profiles have featured on Facebook. Campus and general student life has been focused on our platforms. Google AdWords has experienced good growth, as have video views and response to banner advertising.

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

A series of UCME student profile videos has been developed and now sits on the UCME web pages. These videos are also being featured on social media and other online platforms. A Semester Two campaign has been launched and will run May-July. This is an initiative in the local Canterbury market which utilises newspaper, online and radio channels.

A new staff profile platform has been launched which will provide enhanced visibility and usability for staff. The website platform Terminal 4 is being upgraded to a new version which will be

implemented over the next few months. A new search provider has been selected and this will be tested and implemented over the next few months.

An Alumni project is under way – the collection of the stories and photographs of over 30 UC Alumni. This will be the basis of targeted campaigns in market over 2018. The annual Christchurch Expo has been completed with significant foot traffic and interaction.

The Introduction to Disciplines suite and the Undergraduate Prospectus have been printed. Work is under way on the International Prospectus and Travel Abroad guide. Overall UC is well prepared for recruitment campaigns for 2019.

3.2 Liaison

First round visits continued throughout the country, with further secondary schools being visited in Canterbury, Otago, the West Coast, Wellington, Taranaki and Auckland.

First Round Visits (as at 08/05/2018)		
Region	**Number of Schools visited**	**Number of interested students interacted with through First Round Visits**
Southland	7	151
Dunedin	2	36
South & North Otago	10	346
West Coast	4	51
Canterbury	26	1712
Nelson & Marlborough	7	161
Wellington	34	TBC
Manawatu	17	TBC
Taranaki	8	121
Eastern Bay of Plenty	7	168
Bay of Plenty	6	80
Hawkes Bay	11	197
Waikato	13	177
Auckland	26	251

The team also engaged with other influencers including Careers Advisors and independent career consultants, industry employment contacts and international recruitment agents.

Student appointments continued (36 for April) as did phone call and email enquiries, the majority of which were for 20+ students. The month of May sees a large number of regional Information Evenings and school visits occur.

The Liaison team hosted a briefing with all academics involved in regional Information Evenings to let them know about the recruitment journey to date and to set the scene for activities in May.

3.3 Admissions

The team has issued conditional offers for the new batch of 68 UCIC students who will join UC in the July intake. Applications for the Executive Development Programme have been coming in for the October intake, with the team working steadily on these, and 2019 and 2020 applications for the wider University.

3.4 Contact Centre Shared services

April has been a quieter month in the Contact Centre with the team taking the opportunity to engage in professional development.

The Contact Expert system went down for a period of time on 20 April. IT transferred the landline and 0800 number to Skype for Business, however prior to IT being able to transfer to Skype a number of calls went unanswered. The issue occurred following a database server reboot after a Microsoft Windows update had been installed. The issue and the cause of it have since been resolved.

3.5 Enrolment

The Enrolments team has seen a reduction in foot traffic, with the team using the time to plan and prepare for mid-year enrolment. Working with the Student First Team and across UC, a different enrolment process is being trialled, with a vision to build on that for International Enrolment in Person 2019. The Student First Team has checked the numbers, and estimate that we could be looking at an enrolment of up to 520 students so mid-year enrolment is a timely opportunity for this trial.

A booking system is now being advertised on our website inviting students to pick a time and day for enrolment that suits them. This should provide students with more flexibility when planning their schedules, and will help us best organise staffing and resources. Rather than students having to wait for long periods of time to be seen, we envision meeting and greeting about 20 students per hour, taking the required documents and processing them in the back office, and producing their formal enrolment offer within one hour. Instead of waiting we would like to offer information seminars or fun/social activities for them to take part in while processing is completed. This is a work in progress and we are excited to be working together with various teams across UC to make it happen.

3.6 Scholarships

The Undergraduate Scholarships round closed on 31 March with 586 applications across 55 scholarships and funds. These scholarships are being administered outside the scholarships software system which is in the process of being tested and reinstated after a period of maintenance.

The Student First Project Scholarships team has identified ten process-related areas for improvement and work has begun to identify feasible solutions. Scoping and planning will continue throughout May. The programme has also provided valuable assistance in assessing and reinstating the scholarships software system, Community Force, which will be operational for the next round of scholarships opening in mid-June.

The Scholarships Office participated in an internal Privacy Workshop outlining requirements for keeping student data safe, which also provided an opportunity to discuss team-specific requirements.

3.7 Accommodation

April has seen the start of the campus and hall tour season with most Mondays and Fridays from now on booked with tours of the campus and halls of residence. Sonoda will be offered as a fully-catered first-year option for 2019, and the accommodation guide and website are being updated to reflect this. Team interactions with students are up 25% compared with last April.

The team has received 194 applications for Semester Two accommodation. Applications closed on 1 May.

The Kiwi Host students who are helping to host international students in halls accommodation will be able to claim Co-Curricular credits towards their transcripts. The recruitment for the hosts is currently under way.

3.8 Careers, Internship & Employment

Recent feedback from Employers interviewing final year students for graduate roles has again highlighted the value placed on applicants being able to provide evidence, not only of academic ability, but also work-readiness skills. These skills include communication, teamwork, flexibility and leadership. Mention has also been made of the importance of applicants being able to demonstrate a level of time commitment to an extra-curricular activity or activities. The UC Co-Curricular Record (CCR) provides a good framework for this.

The Volunteer Expo attracted 31exhibiting organisations seeking student volunteers to assist them in various roles, campaigns and activities. Over 400 students attended, with many signing up to be volunteers with organisations of interest. Exhibitors were very pleased with the level of student interest and engagement.

The annual UC Engineering and Science Careers Fair saw in excess of 800 attending, with 61 exhibiting employers very impressed with the event and with student engagement.

Closing dates for graduate roles in the engineering sector appear to be moving to earlier in the year, which may impact on future dates for the Engineering and Science Careers Fair.

3.9 Disability Resource Services

Currently 441 students have registered with DRS, compared to 423 students at the same time last year. This represents a growth of 4.3% YTD of students accessing the service. These 441 students are engaged with their advisors and staff from the Alternative Format Centre to access supports to assist them with their studies. Many students also seek input from staff with academic supports for departmental tests and exams throughout the year.

Currently 252 students have requested notes in 256 different courses. DRS has experienced an increase in demand of 25% from students using the peer note taker service, and an overall increase of 34.8% of students accessing note taker support from both casual and peer note takers compared to the same time last year.

DRS continues to offer its very popular short courses in New Zealand Sign Language (NZSL) held in terms two, three and four. This is a short course designed for students and staff to learn basic phrases in NZSL, the finger-spelling alphabet, some university specific vocabulary, basic grammar and about Deaf culture generally.

Alternative Format Centre (AFC) staff are supporting 19 students who have received practical demonstrations of assistive technology. About 10 videos have been subtitled for students and 12 department tests have recently been formatted, with 24 electronic textbooks being sourced from publishers.

Reregistering with DRS will ensure that students receive the appropriate learning accommodations and support they need. The number of registered students will continue to increase as the Semester continues.

3.10 Student Care

The Student Care Team recorded a total of 212 student engagements during April, with a unique student headcount of 121.

In response to international student feedback and needs, the Student Care Team has established a Senior International Support Advisor role to oversee the provision of high quality case management and support for international students, as well as providing leadership, coordination, and support to the wider UC community on international student transition, wellbeing and retention-related issues.

The Student Care Team continued throughout April to support international students and collaborate with SSAC departments, Colleges, and the UCSA. Key staff members from the Student Care Team and International Relations Office (IRO) attended the MFAT Scholarship workshop in Wellington for the latest updates.

The Student Care Team initiated and coordinated a SERP meeting attended by 14 staff representing seven different services within the University, as well as an accommodation provider. Taking a proactive approach meant that information was shared, roles were clarified, key tasks identified and a robust plan was developed. The process was documented and sent to appropriate staff. This incident was well managed and provides a model for future incidents.

The recently developed Supporting Students in Distress Guide was presented to two colleges, UCIC and the combined Halls of Residence monthly meeting. Further presentations are planned next month, and positive feedback on it has already been received.

A range of proactive work is ongoing around the prevention of sexual violence and sexual harassment. Campaign posters have been distributed, and meetings with key stakeholders, including START (Tīmataia te mahu-oranga – start healing and stop abuse) and Thursdays in Black. Planning for bystander effect training and managing responses to disclosures is under way.

In addition during April the team managed:

- Staff enquiries about specific guidance for particular students.
- Student critical situations including mental health, self-harm, suicidal thoughts, behavioural concerns (alcohol related), sexual harassment, car accidents, navigating the court system, financial hardship, accommodation issues and assisting students following a house fire. The Student Care Team supported the students involved and liaised with services on campus and in the community to manage these situations.

The Student Care Team continues to focus on supporting students in a range of areas that impact on their ability to succeed academically. Focus on student retention remains a high priority as the team receives positive feedback regarding rapid response and effective short-term interventions.

3.11 Student Experience

3.11.1 Emerging Leader Development Programme (ELDP)

The ELDP Executive organised the first workshop of the year and invited the marketing manager of Kilmarnock Enterprises to talk to the ELDP cohort about social enterprises in general and Kilmarnock in particular. Eighty-four students (73%) attended the talk, which was followed by a Q&A and small group discussions led by the ELDP Executive. Twenty-five students (30%) filled in the online survey afterwards which showed students enjoyed the workshop and found the speaker engaging. Most of the respondents felt prompted to think about their own engagement with society.

3.11.2 Go Canterbury

Go Canterbury students attended two events in April: a Welcome Back Breakfast on the second day of term, and a day trip to Tekapo. The Welcome Back Breakfast was a chance for Go Canterbury students and student leaders to reconnect and catch up over a healthy breakfast in a relaxing atmosphere. This was an informal event with no formal evaluation conducted.

In Tekapo, the students enjoyed a programme that included visiting the Church of the Good Shepherd, a lakefront walk, ice skating, the hot pools, and dinner at a local restaurant. Unfortunately, the Mt. John Observatory tour was cancelled due to snow. Despite the disappointment of not star-gazing, the Tekapo trip was rated the most popular Go Canterbury trip so far, with 98% saying the event was enjoyable and 86% stating that they got to know Canterbury better – the main objectives of the trip. Also positive is that 86% felt more connected to their fellow students because of the trip and felt well-supported by their student leaders and UC staff. A second Tekapo trip is planned for May.

3.11.3 MME PhD Academic Writing workshop series (pilot)

The third session of the MME PhD Academic Writing series, an inter-unit pilot collaboration of the Academic Skills Centre, the Student Experience Team, and the Department of Management, Marketing and Entrepreneurship in the College of Business and Law, took place in April. Each monthly workshop is designed to enhance students' skillset by engaging with academic content relevant to their current writing priorities and then applying the learning to their own texts and reading while simultaneously developing peer support capability. Seven of the nine April session attendees were international PhD students.

3.11.4 PhD and Masters by Research Student Orientation

Attendees at the April PhD and Masters by Research Student Orientation comprised a higher than usual number of masters students – five out of the 11 attendees. Six of the 11 were New Zealanders. All attendees rated the experience favourably, particularly regarding gaining information about services and support offered at UC. Foreign countries represented at this Orientation seminar included India, Pakistan, the Peoples' Republic of China, and the USA.

3.11.5 UniLife

Analysis of the Student Experience Team's wellbeing education pilot programme for first-year students (UniLife) shows 88.5% of students enrolled into the programme in 2017 have been retained into their second year of study, a 6.5% increase on the overall UC retention rate of 82% for 2017. When broken down further, of the students who fully engaged in the programme, 92.2% were retained into their second year of study. The programme therefore exceeded its retention goal of 1-2% increase in the retention rate of first-year students. The UniLife programme has a smaller cohort of 81 students in 2018, but a much higher engagement rate (of 40-50% attendance at events versus 15-25% in 2017). This result is attributed to a smaller mentor/student ratio combined with more attractive events and activities such as quiz nights and dining out (as opposed to seminars and staff cooking a meal onsite).

3.12 Pacific Development

The April graduation ceremonies saw 16 Pasifika students graduate, with a number of these attending the Pasifika Graduation celebration on 18 April, which was also a chance for the wider Pasifika community in Christchurch to celebrate success achieved at UC.

The Pacific Development Team played a part in the year 12 Discovery day led by the Events and Partnerships Team, with around 10 – 15 Pasifika students attending.

Collaboration with the Colleges has been steady throughout April with a number of lecturers engaging with the Pacific Development Team to engage students who have begun to disengage from their studies. Pacific Advisors have assisted by addressing a number of issues that were present, with 185 engagements with 81 unique individuals recorded into Careers Hub for April.

3.13 UC RecCentre

UC RecCentre Membership as at 30 April 2018

	Headcount			% Change
Membership Type	As at 31 March	As at 30 April	Net change (increase)	31/3 to 30/04
Affiliate	8	8		-
Alumni	110	131	21	↑19.1
Community	80	91	11	↑13.75
Non-UC Students	126	150	24	↑19.04
UC Staff	172	185	13	↑7.56
UC Postgrads	760	877	117	↑15.39
UC Undergrads	4194	4700	506	↑12.06
Total Other	496	565	69	↑13.91
Total UC Students	4954	5577	623	↑12.57
Total Membership	5450	6142	692	↑12.69

This is an increase in overall membership of ~12%, during the month of April. The Rec Centre recorded 3,295 visits from postgrads, and 14,302 visits from undergrads, totalling 17,597 visits during April. Bearing in mind that April contained three full weeks of holidays, those numbers are very encouraging, and do not take into account an estimated additional 6000 visits based on turnstile entry and casual visitor income.

Group Fitness has been strong this year, with YTD attendance recorded as 18,828 participants across all Group Fitness classes. The Group Fitness Challenge has picked up some more starters, with 128 now vying for the $1000 of sponsored travel. Term Two Small Group Training has kicked off, with 112 enrolments, a slight decrease from Term One but with fewer courses on offer and smaller class sizes due to lack of space and feedback from participants and instructors.

3.14 UC Sport

The UC Men's Futsal team got third in the recent UTSNZ tournament held in Christchurch. UC's badminton team will compete in the next tournament, to be held in Wellington over Queen's Birthday weekend.

4. CONCENTRATE

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

4.1 Deputy Vice-Chancellor

4.1.1 Academic Services

The Academic Service Group (ASG) is currently supporting the intensive peer review process of Round One CUAP proposals, not only its own applications but also its responses to applications from all the other universities. This year sees a change in the CUAP process with an aim to fast-track and immediately approve applications once endorsement by all universities is received. The group is also supporting development of Round Two applications, which need to be through the August Academic Board, and supporting new initiatives already being considered for Round One next year.

July, also sees teaching month at Canterbury. The group is supporting an exciting set of offerings, with a new initiative aimed for more engagement and accessibility around academic development opportunities.

In the policy and regulations area, initial work is progressing with regard to assessment policy, academic appeals policy, and key dates. A review of the Special Consideration process is currently under way, chaired by Professor Janet Carter. Consultation on these topics will occur in the usual manner, through the Academic Registrar.

Surveying of the student body is also a major commitment at this time. As the end of the semester nears, the Student Evaluation of Teaching (SET) ramps up significantly with course and teaching surveys. Teaching Staff will also been requesting teaching surveys in time for the end of semester. Initial results for the first major population survey for the year, the Early Experience Survey of new undergraduate students includes commentary on communication channels with students, an impression on free-fees, and access or knowledge of support services. In the near future, the UCount population survey of continuing undergraduate students will provide insights into their perspectives of the Student Experience.

Finally, as the end of the semester looms, the ASG will support Records, Examinations and Graduation unit in terms of examinations and special considerations.

4.1.2 Research Funding

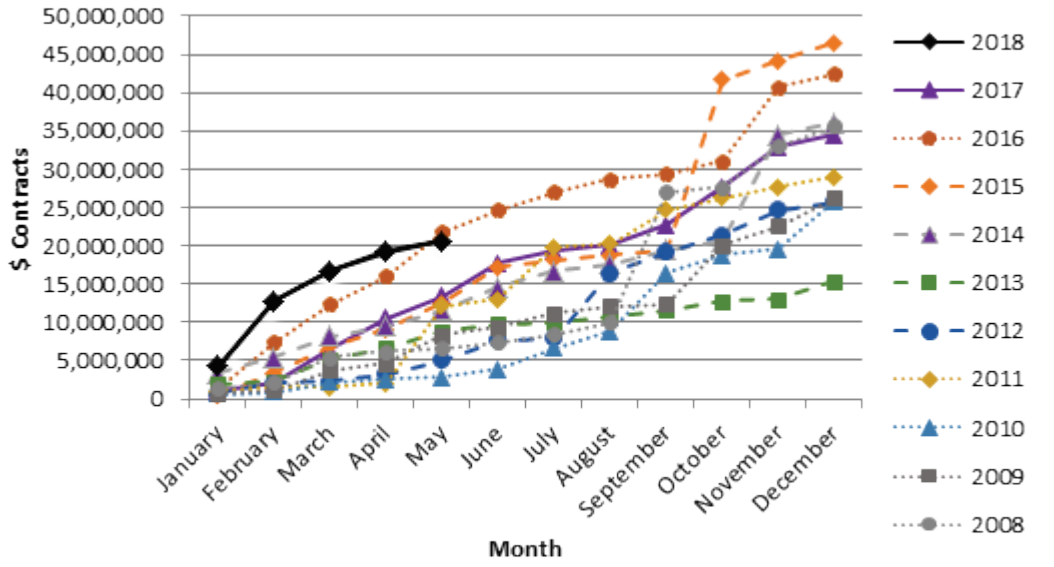
Henrietta Latimer has joined Research and I as Kaiārahi Māori Research. Henrietta is of Ngāi Tahu (Wairewa) and Ngāti Kahungunu (Wairoa) descent. Henrietta has had a range of professional roles, including Manager at Rehua Marae, Office Manager at He Waka Tapu (a Māori health NGO), Community Development Advisor at the Waimakariri District Council, and various roles at Te Rūnanga o Ngāi Tahu. Henrietta is on the Executive of Wairewa Rūnanga Incorporated Society and is the Wairewa Rūnanga Representative to Te Rūnanga o Ngāi Tahu.

The MBIE Smart Ideas Concept results have been released. UC have been invited to submit four proposals to the full application stage, a progression rate of 33%. Eighty-three concepts sector-wide are progressing to the full application stage, a progression rate of 32%. Full proposals are due by 28 May. The standard of applications is increasing, as evidenced by the distribution of scores in 2018 compared to 2017.

The PBRF project is in its final stages, with the deadline for staffing data and portfolios to be submitted to the TEC by 6 July. The number of staff submitting portfolios has risen to 601, with additional new staff to be included as they join UC between now and the eligibility/census date (14 June 2018). Of these participating staff, 97% have submitted a draft portfolio for review and 96% have had their portfolio reviewed at least once. The priority activities in May are reviewing any extraordinary circumstances included in draft portfolios, sourcing NROs, uploading portfolios to the TEC system and continuing to support new staff entering the PBRF process.

First-stage Marsden results are now available, with 22 of 80 initial expressions of interest being invited to submit a full proposal – a success rate of 27%. Lead Principal Investigator's now writing the full proposals are being supported in various ways by Colleges and the R&I Office to submit competitive full proposals.

R&I is managing 390 research contracts worth a total value of $147.9m. In 2018 year to date, 93 contracts worth a total value of $20.3m have been executed, and 31 contracts worth at least $12.4m are pending (i.e., in the process of being executed). UC holds 70 National Science Challenges contracts worth $23.2m and 57 CoRE contracts worth $31.7m (with five NSC/CoRE contracts pending, worth $0.5m).



4.1.3 Research Development

Various UC academics and R&I Office staff are actively engaged in swathe of meetings across the 11 National Science Challenges in preparation of research strategies for the second tranche of funding 2019 – 2024. UC is consistently proposing only the most critical research and "best" team should be funded in the second tranche, rather than most "available" team, which has required robust discussions with partners and NSC hosts.

The DVC / R&I Office have launched an internal competitive round of five $20,000 "pump-primer" grants for staff to support proposal development, proof of concept testing, and initial technique development to support future external proposals for MBIE, Marsden and Health Research Council fund submission.

4.1.4 Research Infrastructure

UC has officially give notice of its intent to withdraw from REANNZ effective from 1 July, – the current cost of which is ~$670 K per annum. In giving notice, UC has indicated to REANNZ its desire to continue with "Eduroam" and "Tuariki" services, but for the moment REANNZ has declined to "unbundle" these services from national and international internet connectivity, though UC and REANNZ continue to engage on this topic. UC is considering a range of options to retain these services for UC and visiting academics. UC made its decision independently of other REANZ members, some of which UC understands have also withdrawn.

4.1.5 Postgraduate Research

Highlights for the month include:

- 20 new Doctoral students enrolled in April (10 New Zealand citizens or residents). This number of new students in April is in keeping with trends over the last few years (2017 = 18, 2016 = 22). March and April tend to have higher new enrolments.

- In April, 23 Doctoral students submitted and three successfully completed their theses examination, with the remaining pending. A further 25 Master's thesis students were examined and completed their degree. No students failed.
- It was confirmed that Associate Professor Bronwyn Hayward has accepted the role as Associate Dean of Postgraduate Research and will primarily be responsible for admission applications into the Doctoral programmes.

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

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

The April 2018 Celebration for Māori Graduates and Graduands was held on 19 April 2018. There were 57 students eligible to graduate in April, and the Celebration was again a very positive and enjoyable event, with many whānau members commenting on how much they enjoyed the opportunity to celebrate the achievements of their family members.

5. Enrolment statistics at 1 May 2018 are as follows:

EFTS	Domestic												
	APRIL												
	2014	2015	2016	2017	2018	2015 change on prev year	2016 change on prev year	2017 change on prev year	2018 change on prev year	2015 % change on prev year	2016 % change on prev year	2017 % change on prev year	2018 % change on prev year
Academic College (course based teaching splits)													
College of Arts	178.5	183.3	213.1	237.7	272.2	4.8	29.8	24.6	34.5	2.7%	16.2%	11.6%	14.5%
College of Business and Law	114.9	134.2	156.7	178.6	191.0	19.3	22.5	21.9	12.4	16.8%	16.7%	14.0%	7.0%
College of Education, Health and Human Development less Ed Plus	218.2	224.1	185.9	187.6	200.4	5.9	(38.2)	1.7	12.8	2.7%	(17.0%)	0.9%	6.8%
College of Engineering	116.9	134.1	176.3	194.9	206.7	17.2	42.2	18.6	11.8	14.7%	31.4%	10.5%	6.0%
College of Science	138.5	139.5	147.2	147.0	161.6	1.0	7.7	(0.2)	14.7	0.7%	5.5%	(0.2%)	10.0%
Service Units	9.3	8.6	11.6	15.3	12.5	(0.8)	3.0	3.7	(2.8)	(8.1%)	35.4%	31.7%	(18.1%)
Total	776.4	823.8	890.8	961.1	1,044.4	47.4	67.0	70.3	83.4	6.1%	8.1%	7.9%	8.7%

Head Count	APRIL												
	2014	2015	2016	2017	2018	2015 change on prev year	2016 change on prev year	2017 change on prev year	2018 change on prev year	2015 % change on prev year	2016 % change on prev year	2017 % change on prev year	2018 % change on prev year
Academic College (course based teaching splits)													
College of Arts	340	354	410	457	556	14	56	47	99	4.1%	15.8%	11.5%	21.7%
College of Business and Law	200	243	284	324	364	43	41	40	40	21.5%	16.9%	14.1%	12.3%
College of Education, Health and Human Development less Ed Plus	294	301	272	270	285	7	(29)	(2)	15	2.4%	(9.6%)	(0.7%)	5.6%
College of Engineering	230	254	341	360	377	24	87	19	17	10.4%	34.3%	5.6%	4.7%
College of Science	279	311	354	361	386	32	43	7	25	11.5%	13.8%	2.0%	6.9%
Service Units	30	22	40	50	41	(8)	18	10	(9)	(26.7%)	81.8%	25.0%	(18.0%)
Total	**917**	**961**	**1,042**	**1,133**	**1,217**	**44**	**81**	**91**	**84**	**4.8%**	**8.4%**	**8.7%**	**7.4%**

6. Māori Research

There are positive items to report in the Māori research space in this period. UC researchers have continued in assuming lead roles in National Science Challenges, particularly Professors Gail Gillon and Angus Macfarlane in *A Better Start – E Tipu e Rea* and Professor Macfarlane and Dr Tyron Love in *Building Better Homes, Towns and Cities*. Garrick Cooper (Aotahi) has been active as Kāhui Rangahau in the Health Challenges. A successful Endeavour Grant led by Dr Rita Dionisio also has Māori researchers leading some important initiatives in Waimakariri and Rotorua.

Māori doctoral scholars and research coordinators have been appointed to this Endeavour project to expand the cultural knowledge bases. A UC Māori doctoral scholar, Melissa Derby, has been awarded a prestigious Freemasons Scholarship. A recent highlight has been the new Child Wellbeing Institute, the launch attracted over 100 researchers and supporters, politicians and commentators, where a strong focus on Māori research was declared to be a key imperative in projects in the months and years ahead. UC Chancellor Dr John Wood officially launched the Institute. Henrietta Latimer, Kaiārahi Māori Research, (Research and Innovation), was welcomed to UC following her recent appointment. Noted academics and Māori leaders (Professor Paul Moon and Dr Moana Jackson) were on campus to present respectively on Māori language and the justice system.

7. CONNECT

Communications and Engagement

Engagement Data	
Intercom	Open rate average 43% (International benchmark = 21.8%)
Insider's Guide (student newsletter)	Open rate average 54.88% (International benchmark = 21.8%)
Twitter	Third for engagement/fan ratio. 6167 followers.
Stakeholder Newsletter	846 recipients Open rate 44.7% (March open rate 41%, List ave: 42.8%) industry average 16.9% Clicks 10.7% (March clicks 8.7%, List ave: 5.7%) industry average 2.2%

7.1 Communications

The 2018 Research Report should be available for distribution shortly. This will be followed by the first edition of *Chronicle* for the year.

A video has been released about the unveiling of Roimata, the sculpture designed by Māori artist Riki Manuel (Ngāti Porou) to commemorate the seventh anniversary of the Canterbury earthquake on 22 February 2011. The sculpture, permanently located at the Clyde Road end of University Drive, tells a story of remembrance.

Work on the 2017 UC Foundation Annual Report continued. The 2017 report includes a number of articles demonstrating how donors have made a difference at UC, donor lists and financial information.

The Student Voice project, which aims to improve communications with current students, is progressing. Student workshops have been completed and two staff workshops to analyse student feedback are scheduled for May.

7.2 External Relations

7.2.1 Media

April media coverage of UC-related topics was again overwhelmingly positive. In April, amid the Easter break and other planned leave, the team handled dozens of media queries on a wide range of topics, including UC teacher training enrolments, Kiwi scientists revolutionising x-ray scanning technology with the MARS Spectral CT, the Science and Engineering Open Day, and the new royal baby and the impact of birth order on family dynamics, among other topics.

Other media coverage of UC-related topics or experts included UC hosting a Women in Finance panel discussion, Associate Professor Ekant Veer being named as one of this year's Top 40 Business Professors Under 40, thought to be the first in Australasia to be named in the prestigious global list, and the moa ecology paradox: the findings that New Zealand's large moa did not disperse large seeds.

An analysis of coverage produced between 1-30 April 2018 (Broadcast, Internet, Print) found 1,333 items (compared with 573 items in the same period last year). This coverage reached a cumulative audience of 12,656,545 (compared to 9,727,324 in April last year) and had an advertising space rate of $3,171,057 (compared to $2,748,211 in April 2017).

7.2.2 External Engagement

There are three UC Connect public lectures scheduled in May, on the topics of river water quality, lessons from the Christchurch earthquakes, and computer science in the school curriculum. Videos of UC Connect public lectures are available to view on the UC Connect YouTube channel.

7.2.3 Stakeholder Relations

UC invited the community and stakeholders to the UCSA Anzac Day service at which both the UCSA President and UC Chancellor spoke. The event was well attended and appears to be attracting a larger crowd each year. A UC Community Meeting was held on 7 May, attended by about 30 people – about the usual number.

7.2.4 Canterbury University Press

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

The layout of two major projects was completed: *Bonsai*: *Best small stories from Aotearoa New Zealand* and *Living Among the Northland Maori Father Garin's Diary 1844-1846;* proofreading is under way.

CUP received advance copies of *Beyond Manapouri: 50 years of environmental politics in New Zealand* and approved shipment. *French Akaroa* is back in stock having been reprinted.

7.2.5 Reviews, awards, community engagement

Richard Bullen, co-author of *New China Eyewitness: Roger Duff, Rewi Alley and the art of museum diplomacy* (2017), spoke to the China Friendship Society. There was an excellent review of *New China Eyewitness* by Terry Toner on Radio Southland, and an interview with Richard Bullen about the book on Plains FM. The March issue of the Federated Mountain Clubs bulletin *Backcountry* featured an enthusiastic review of *Place Names of Banks Peninsula and the Port Hills* (2017).

The *School Journal* contacted CUP about publishing an article about the 1918 flu epidemic; it will acknowledge Geoff Rice's books *Black November* and *Black Flu 1918*.

CUP entered six books in the 2018 PANZ Book Design Awards. *New China Eyewitness* has been entered in the Art Association of Australia and New Zealand Prizes http://aaanz.info/prizes/

Jeffrey Paparoa-Holman reports that his poetry anthology *Blood Ties* (2017) is being studied by high school students in The Hague.

7.2.6 Events and Partnerships

The Events and Partnerships team has 27 events and activities it is actively working on.

Planning is under way for the Women in Leadership breakfast for central Auckland schools, Ekea! Year 12 Pathways for Māori outreach event, the Christchurch Women in Leadership breakfast, the Postgraduate Info Evening, Christchurch Info Evening, Open Day, UC Cup Skills with the Crusaders, ICT Careers Fair and Chancellor's Dinner.

In early May, UC exhibited at the Christchurch Careers Expo where the aim is to present UC as the top choice for school leavers by providing information on course options at UC and in doing so, support local graduate recruitment. Around 5,000 people visited the UC stand.

The Engineering and Careers Fair was also successful, selling out with net sales of $57,000 received from booth sales. More than 60 employers exhibited and around 800 students attended, slightly under 2017 figures. Feedback from exhibitors and students rates the event as mostly four or five (out of five) as a 'worthwhile exercise' and 'meets expectations'. The team is looking forward to holding this event in the UCSA building, where it will not be limited by venue size, and developing it further.

Three UC Connect lectures were held during May: UC Connect - *To swim or not to swim? That is the question*, by Professor Jenny Webster-Brown of the Waterways Centre for Freshwater Management, *Computer Science in the school curriculum? What's the big idea?!* by Professor Tim Bell, Computer Science and Software Engineering, UC Engineering and *Lessons in Politics from the Christchurch Earthquakes* by Dr Ann Brower, Senior Lecturer in Geography, UC Science.

The secondary schoolboy's rugby competition, the UC Championship, has commenced and the secondary schoolgirls' competition, the UC Cup, commences on 6 June. All players will receive UC-branded sports bags. UC's sponsorship of these competitions will be leveraged with social media videos, photos, player profiles and other channels.

The team is currently supporting academic conferences for the College of Engineering: EASE 2018: Evaluation and Assessment in Software Engineering and the School of Law: Pasifika and Law Culture Conference.

7.3 Alumni and UC Foundation

7.3.1 UC Foundation

	Income	Distribution
2018 Target	$10.5m	$6.5m
2018 Year to Date	$1.9m	$2.2m
Total since 2001	$77.0m	$41.5m

	Donors	Gifts
2001 to date	7,618	25,345
2018 Year to Date	221	425

7.3.2 UCFA (US)

A visit to the US with Vice-Chancellor Dr Rod Carr, Alumni Director Jo Dowling and consultant Pat Cassidy during the month did much to advance UC's networks in the US. The Alumni Reception at the Princeton Club had 35 attendees, and a US Trustee and donor Dinner secured a gift of NZD$350k.

Meetings with the Deans of the Mechanical Engineering and Chemistry departments at Columbia University showed some potential for study abroad opportunities of US students coming to UC for a semester.

7.3.3 UK Trust

Similar to the visit to the US, a visit to the UK by Vice-Chancellor Dr Rod Carr, Alumni Director Jo Dowling and consultant Pat Cassidy was also highly successful. An Alumni lunch with 14 alumni in senior positions in their organisations, included Bloomsbury Press founder and EasyJet CEO, as well as major donors. An alumni reception at New Zealand House attracted 90 guests, with UC alumnus and 15-year MTV Europe CEO Brent Hansen proving to be a popular speaker. Meetings at Oxford and Cambridge University with various colleges included being hosted by the Dean of Christ College at Oxford for an alumni reception and by Downing College at Cambridge. About 55 attendees at these events included students about to visit UC, as well as alumni and Erskine fellows. The UK Trust had its AGM and granted NZD$5k to the UC Foundation. A lunch with Michael Spiro confirmed the naming of a chemistry lab in recognition of his legacy pledge which he was most pleased to have acknowledged in this way.

7.3.4 UC Foundation

The Annual Appeal by mail is due, with a website due to be live by 1 July. 2018 projects include the UCSA building, the Rose Centre, Pasifika Outreach, Bright Start Scholarships and the Pukemanu Centre for Child Psychology. The review of investment processes is ongoing. It has been confirmed with Sally Page that the staffroom in the Ernest Rutherford building would be named for her family in recognition of her lifetime of generous support and her legacy pledge.

A presentation on the new College stories was delivered to Trustees, Alumni & UC Foundation and Research & Innovation (R&I) staff by the Marketing and Schools Liaison Teams.

Workshops with Colleges on Fundraising Strategy will be held over the next three months. Further consultation with R&I is being undertaken to develop a case for support for an Applied Research Endowment for UC. A target of raising $25m by 2023 for UC's 150th anniversary has been set.

7.3.5 Stewardship

The Annual Report, which will celebrate five years of the Annual Fund, is on schedule for June 2018. It will be circulated to all previous donors to the fund that have lapsed in an effort to reengage with them.

7.3.6 Alumni

The Mt John Alumni visit was a success with almost 40 attendees, and Crusaders Rugby tickets are selling well for an Alumni event in May. The recent International Graduation event had more attendees than ever before (60) and drinks at Ilam Homestead hosted by the Staff Club were extremely popular.

8. ENABLERS

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

8.1 Infrastructure

See appendix for review of major building projects.

Outages adversely impacted a number of services in the first half of the month. Root cause analysis involving IBM USA support has begun.

8.2 High Country Leases

No further progress to report

9. Financial Outcomes: (Management Accounts to 30 April 2018)

April 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	116,484	116,696	*(212)*	358,865	372,808	*13,943*
Total Operating Expenditure	116,621	123,670	*7,049*	366,752	369,722	*(2,970)*
Net Surplus/(Deficit)	**(137)**	**(6,974)**	***6,837***	**(7,887)**	**3,086**	***10,973***
Net Surplus/(Deficit) as a % of Total Operating Income	-0.1%	(6.%)		(2.2%)	0.8%	
Capital Expenditure	**21,530**	**53,074**	***31,544***	**129,576**	**109,576**	***20,000***
Cash/ Short Term Investments/ Short Term Government Stock	**304,992**	**259,386**	***45,606***	**165,286**	**211,876**	***46,590***
Working Capital	**191,896**	**141,252**	***50,644***	**55,730**	**96,434**	***40,704***

* 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 unfavourable to budget as at April 2018. This is due mainly to unfavourable variances to budget in sundry income (predominantly income from UCF/ Trusts), Government grants, and domestic tuition fees. This has been partially offset with favourable variances in international tuition fees, research income excluding PBRF, and interest income. Actual Total Operating Expenditure is favourable to budget. This favourable variance relates to total operating expenses, depreciation, and total personnel expenses.

We had been budgeting for an operating **deficit** as at the end of April 2018 of ($6.974)m, but have returned an operating **deficit** of ($0.137)m. This is a favourable variance to budget of $6.837m.

Capital expenditure is $31.544m below budget. $9.323m of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year-to-date budget of $28.444m. The remaining capital spend (excluding UC Futures), against budget, is favourable by $12.423m.

9.1 Cash Flow

The April 2018 cash position of $304.992m is higher than budget by $45.606m due largely to higher than expected balances at 31 December 2017, lower operational spending, and failure to meet budgeted capital expenditure expectations. We are holding adequate short-term cash reserves to meet expected capital costs for all mainstream projects.

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

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

9.2 Working Capital

Working capital[1] of $191.896m at 30 April 2018 is $50.644m more than budget, mostly due to the higher cash balance explained above and higher other current assets.

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

10. COLLEGE SUMMARIES

10.1 College of Arts (Te Rāngai Toi Tangata)

Like all Colleges, Arts has been reviewing its 10-year enrolment forecast. We continue to project strong EFTS growth, though not quite back to the record numbers of 2010. This forecast growth is based on a mixture of factors, including recent trends, projected growth from our new degrees (e.g. taught Masters and the proposed Bachelor of Communication), and strong EFTS flow from year-to-year (i.e. a mixture of retention and transfer into Arts degrees or uptake of Arts papers by non-Arts students after year one). This puts us potentially on track to achieve our overall College SSR (student: staff Ratio) target of 23:1 within the next couple of years. This year's forecast suggests we will also hit a significant milestone by returning for the first time to the pre-earthquake proportion of mature students (age 20+) to school leavers of 30% to 70%.

We are now in the final stretch for PBRF submission, with all portfolios due to have been signed off, and R&I working on validating these, final checking, and exceptional circumstances. We are in the process of making a number of new appointments in areas such as Linguistics, Music, Social Work, Japanese, Chinese, and Human Services, some of whom will be counted in this PBRF round.

We have recently refurbished a floor in Fine Arts for the relocation of Music, which will transfer across from the existing Music building in the middle of the year. Practice rooms will remain available in the old building, and the move does not affect the performance wing of the School which remains based at UC Arts Central in the city. Music and Fine Arts have longstanding linkages through the former Faculty of Creative Arts, and this co-location holds significant promise for future collaboration. We are still awaiting news on the decanting timetable for Locke and Logie, so there is no progress on this front. The Global Hub has expanded its physical presence on the ground floor of Karl Popper, with new posters and materials in place, and its website is going live with an open invitation to provide links or other information for it.

A new exhibition, 'Beyond the Grave', has opened in the Teece Museum, with more than 150 visitors on the first weekend. For many more examples of the College's wide range of scholarly and cultural activities please see our regular newsletter, *Arts Update*, available at the following link: http://www.canterbury.ac.nz/arts/arts-news/archive/arts-update/ .

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

In conjunction with CFA New Zealand and INFINZ (Institute of Finance Professionals New Zealand), the UC Trading Room hosted a symposium, Women in Finance, on 3 May. The purpose of this event was to encourage more women students to pursue a career in the (currently male-dominated) finance sector. The event was well attended with 35 students from Finance and other UC Business School majors engaging with an all-women, expert industry panel comprising Chelsea Leadbetter, Senior Analyst, Equities, Forsyth Barr, Roimata Mitchell, solicitor, Chapman Tripp, Zoe Wallis, Head of Transactions and Payments, Kiwibank, and UC Business School academics Dr Huong Dang and Dr Laura Meriluoto.

Staying with gender equality, Law School students and staff hosted a series of events on campus as part of the School's 'Wahine Week' (14-18 May). The programme included a panel discussion about the gender pay gap and legislative trends in New Zealand, and a 'Lunch for Change' that included presentations from UC Professor Elizabeth McDonald, Dr Clare Healy GP, Diane Haar, Manager West Christchurch Women's Refuge and Jynine Berryman, Kaiwhakahaere of Te Whare Haouora on the subject of domestic and sexual violence. Voluntary gold coin donations from those attending events were collected for Dress for Success Christchurch.

Meanwhile, 30 students from across UC participated in the UC Centre for Entrepreneurship (UCE) Sustainability Challenge during the term break. Over two days, students developed concepts for ventures that could meaningfully reduce New Zealand's environmental impact. Ideas ranged from informative apps to nudge consumer behaviour, to water quality monitoring and grey-water recycling systems. First place was awarded to Team Miromiro for their venture 'A-wearBag', which upcycles textile waste into resuable postage packaging that can be sold to online retailers and postal companies. UCE also hosted the Minister for Youth, Peeni Henare, on 5 May. The Ministry for Youth Development is sponsoring several UCE activities and this informal visit provided an opportunity for the Minister to see the Centre in action and to engage with UCE students taking part in a creativity and innovation workshop.

10.3 College of Engineering (Te Rāngai Pūkaha)

A UC Women in Engineering and Technology evening was held on 15 May, with more thanand 100 attending. The evening targets girls in Years 11-13 and their parents, enabling them to find out more about Engineering, Product Design, Computer Science and Maths. The College will also hold its first Women in Engineering Residential Programme (WiECan), a camp for year 12 girls, on 21-24 January 2019. The event will be marketed via information to schools and during Events in the coming months and planning is well under way.

Continuing our new programme of engaging much more with our Intermediate students, the first of the two Term Two evening events for Intermediate students was held on 3 May in the Engineering Core. Entitled **Trees to Stee,** it was a series of TEDx style overviews on five of our Engineering degree programmes. 250 students attended this event and feedback was very positive. The second event, **Machines to Byte** is was held on 17 May and included TEDx style presentations on the remaining engineering degree programmes. These two events provide our Intermediate students, now they are here at UC, with further information on each of the engineering degree programmes before they finalise their second semester courses.

The College recently announced the reinstatement of the Publication Scholarships it ran a few years ago, whereby it paid PhD students who have submitted their thesis a nominal amount to stay at UC a bit longer and write up paper(s) with their supervisors. Interest has been high with applications containing high quality abstracts and intentions to publish in high impact journals. This should help our PBRF and QS ratings, and we will monitor the scheme carefully over the next few months.

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

Professors Gail Gillon and Letitia Fickel were invited as UC representatives to attend the Education Summit-Kōrero Mātauranga sponsored by the Ministry of Education. They joined nearly 800 young people, parents, whānau members, iwi representatives, educators and community members from the South Island. Over the two days people shared their vision and aspirations for an inclusive, responsive, and future-focussed education system.

College academic staff continue to enhance our national and international reputation through their leading-edge scholarship. Senior Lecturer Glynne Mackey recently attended the UNESCO Global Action Programme (GAP) on Education for Sustainability (EfS) meeting in Costa Rica, where she was invited to present a paper on approaches to Education for Sustainable Lifestyles in Early Childhood education. Assoc Prof Jo Fletcher and Prof John Everatt attended the Oxford World Literacy Summit in March where they presented research on literacy learning in innovative learning environments. Prof Philip Schulter has been appointed Honorary Professor, School of Clinical Medicine – Primary Care Clinical Unit, The University of Queensland, Brisbane, Australia. Dr Chris North was made a fellow of the 'higher education academy.' Other staff have had recent success with extramural funding opportunities. Dr. Cara Swit received a Regional Ako Aotearoa

Research Grant to explore the role of field advisors in supporting Early Intervention students in the Specialist Teaching Programme. Dr Lois Tonkin, Dr Laurie McLay, Associate Prof Karyn France and Dr. Anne van Bysterveldt were successful in the first round of the Marsden fund and invited to submit full proposals.

The College continues to enhance its outreach and recruitment efforts in a variety of ways. Dr Jenny Clarke organised the UC sessions for the National Biomechanics Day, providing secondary school students opportunities to learn more about biomechanics through interactive, fun sessions. Four schools attended the UC sessions on this day. Academic Manager Sarah Petersen, and staff in the Bachelor of Health Sciences and the Bachelor of Sport Coaching have also been working on 'programme packages' for Health Management, Global Health, and Sport Management as part of a growth strategy initiative aimed to respond to high interest areas. The College has been working with the College of Arts and the College of Business and Law on this development.

10.5 College of Science (Te Rāngai Pūtaiao)

We continue to enjoy the opportunity to deliver a range of our teaching, and to begin to conduct our research, in the Ernest Rutherford building, which is exceeding our expectations. A few minor building issues remain as we enter the final phase of completion, but core business delivery progresses apace.

A range of College staff have won significant awards in the last few weeks. Dr Ann Brower, an academic staff member in of the Department of Geography has been awarded the Universities New Zealand Critic and Conscience of Society award.. We will celebrate this significant award with guests from around the country later in May. Ann joined UCrecently from Lincoln University. Glaciologist Dr Heather Purdie, also of the Department of Geography, has been awarded a University of Canterbury Teaching Award, for her commitment to deep and accessible engagement with students.

As I write, we are digesting the results of this year's Marsden Fund first round selection process. We are pleased to have nine proposals led by our staff invited to submit full proposals to the second round, and we will be working hard to provide support to maximise final success.

The re-arrangement of the College into a series of large Schools progresses in various ways. We very pleased to have welcomed Professor Rudi Marquez as the new Head of the new School of Physical and Chemical Sciences during April, and Rudi is settling in well. The Departments of Psychology and Communication Disorders are currently involved in implementation planning for their merger, and discussion are about to begin to progress towards a final decision on the final possible merger, between Geological Sciences, Geography and Waterways.

On a more prosaic note, we are pleased that latest forecasts indicate that despite lower than expected full-fee student enrolments, we will meet our budgeted contribution margin, largely as a result of higher than budgeted external research revenue, as well as the securing of some economies on expenditure. Diversification of our revenue streams continues.

11. Conclusion:

By September this year we hope to have closed out the contracts for the Engineering rebuild (CETF) and the Ernest Rutherford Building. We hope to have begun occupation of Rehua, decommissioned the temporary academic villages at Dovedale and Kirkwood and seen the Beatrice Tinsley structure begin to be assembled. We expect to have let the tender for the Locke and Logie redevelopment and agreed a plan to create additional space for the College of Business and Law in Karl Popper. We expect to have taken up our possession of leased space in the Health Precinct and have relocated Communications Disorders to its new permanent home.

By the end of the year we hope to have a Council approved business case for a new Recreation Centre and a new 400 bed Hall of Residence on Homestead Lane. We will also have prepared nearly 3,500 students for graduation, approved the 2019 Budget and received the final $50 million capital contribution from the Crown. I hope we will have seen our QS ranking rise, our research income exceed prior levels and set new records for philanthropic support. Our trajectory will firmly be one of growth and transformation.

All that will be achieved through the amazing efforts of our staff, the dedication of our students and the support of a wide range of stakeholders. Another amazing effort.

12. Appendices

12.1 Appendix 1: Building Update

Overall

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

Campus Construction Safety Group

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

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

Current Building Status

Key Progress this month:

Major work

Rutherford Regional Science and Innovation Centre (RRSIC)

RRSIC Stage 1 – Ernest Rutherford Building

Current forecast for Practical Completion (PC) is now extended to late May. The ongoing programme delay is largely due to delays in completion of commissioning of services and completion of outstanding defects.

On site works are as follows:

- Defect rectification
- Final commissioning processes

Establishment of research continues to be phased into the building as relocation for some groups is less critical than others, particularly where current temporary facilities allow continuance of research activity, or complexity of establishment of research equipment into the new building requires extended periods of time to complete. Completion of outstanding defects, some outstanding non-critical works and provision of all final documentation including O&M manuals has caused the delay in the award of Practical Completion. Some of these dependencies are frustrated by UC's occupancy and use of the building, hence the current forecast PC date remains at late May 2018.

RRSIC Stage 2 – Beatrice Tinsley Building

Asbestos removal and demolition is now complete and new foundations are being prepared. An extension of time claim (EOT) has been received and is under review by the Engineer to the Contract – the EOT has a revised completion date of 16 May 2019. Over the next month (May) works to modify and create the new foundations will commence at the north end of the site. LVL Timber columns and beams are due for delivery and assembly late May/early June.

Canterbury Engineering the Future (CETF)

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

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

Sub-contractor resource levels at end April 2108 are averaging 130 on-site workers per day.

Latest "Programme to complete 27 April 2018" has revised PC date of 31 July 2018 and handover date target of 7 September 2018.

The project quantity surveyors have provided scenarios to the PCG for budget forecasting. It is anticipated that the project will be moved into a budget deficit position if works continue later than the end of July.

The external facade remains a critical programme and quality risk. UC continues to monitor this item very closely as it is a key indicator of overall project completion.

Scope and quality of intumescent (fire retarding) paint finishes are a major issue. UC has instructed 60 further inspections to verify quality after 90% of an initial sample failed to meet QA standards. UC have appointed an independent consultant to oversee the works.

Fit-out works are proceeding behind schedule across the North and South buildings with painting and floorcoverings progressing where spaces are complete.

Hawkins have appointed Steve Taw (Regional Manager) to manage the project on-site until completion. It is not anticipated that UC would see the benefit of this change until the end of May.

Other Buildings/ Projects

UCSA

The Engineer to the Contract (EtC) assessment of an extension of time (EOT) has granted the contractor additional time which has revised the Practical Completion date to February 2019. Other delay claims by the building are pending and may affect this PC date.

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

Logie and Locke refurbishment

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

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

Providing the revised estimate is within the approved budget, the project will go to tender by late May, with the successful tenderer establishing on site in early July.

Upgrade of Existing Residential Halls

CLV has confirmed it is willing to shorten student contracts to allow the required access period for Connon Hall to be strengthened in the 2018/19 summer period.

Investigations were undertaken in the 2017/18 summer break to enable works to be designed, costed and planned to inform the development of a business case later this year.

Warehouse Lecture Theatre and Sports Lab Project

The lecture theatre portion of the project is now in full use. A variation to the contract was established to include the sports labs required under the approved Clearing the Villages business case with early works already under way. The detailed design for this component is complete and the application for the consent amendment is currently with CCC. Works are on track to be completed and the respective Kirkwood Village units vacated before June 2018.

Alice Candy Refurbishment for UCIC

The refurbishment of the Alice Candy building is virtually complete. The building will be ready for UCIC's planned decant from Kirkwood Village in late May 2018.

Vacating Kirkwood and Dovedale Villages

The programme to provide vacant possession to all of the units on both villages is well under way but has had to deal with a number of additional unexpected challenges including the delay in the Rehua project.

The need to retain Dovedale village for accommodation by the College of Education, Health and Human development for Semester One has created extraordinary challenges for the project team (all UC Staff), with resolution of some aspects only being resolved over the past few weeks.

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

Projects in planning this month include:

- Funding partner for future Student Accommodation (ITPD).
- Communication Disorders relocation.
- College of Business and Law growth/accommodation planning.
- Recreation Centre business case.
- Learning and Teaching Spaces planning for 2019.
- Kaikoura Field Station business case.
- College of Engineering growth including School of Product Design

12.2 Appendix 2: Upcoming Events Calendar

Date	Event name	Key goal
Monday 28 May	UC Cup Skills event	Promote
Tuesday 29 May	Women in Leadership Breakfast (Auckland)	Recruit
Thursday 31 May	UC Connect - Lessons in Politics from the Christchurch Earthquakes. Dr Ann Brower, Senior Lecturer in Geography, UC Science	Promote
Saturday 2 June	Chiefs v Crusaders	Promote
Wednesday 6 June	UC Cup commences	Promote
Wednesday 6 June	Christchurch Info Evening	Recruit
Thursday 14 June	CUP Book launch	Promote
Monday 25 & Tuesday 26 June	Update Day	Recruit
Wednesday 27 - Friday 29 June	TRCC Symposium	Conference
Thursday 28 & Friday 29 June	EASE 2018: Evaluation and Assessment in Software Engineering	Conference

12.3 Appendix 3: VC Activities

Past	
27 April – 12 May 2018	• Travelled to United Kingdom and United States of America on UC business
16 May 2018	• Spoke at new staff induction
17 May 2018	• Presented at UCSA forum
18 May 2018	• Attended the Dunedin Graduation Ceremonies
23 May 2018	• Chaired the Universities NZ Committee for International Policy meeting in Wellington
24 May 2018	• Hosted a welcome for new staff
25 May 2018	• Hosted representatives of Sonoda Women's University in Japan on campus
Future	
1 June 2018	• Visiting the principal of Riccarton High School • Attending and speaking at the Global China Connection: See me Live Awards Evening.
5 June 2018	• Visiting the principal of Villa Maria College
6 June 2018	• Attending the Advisory Board to the AVC Māori and NTRC Meeting
7 June 2018	• Attending the Universities NZ Vice-Chancellors' meeting in Wellington
14 June 2018	• Speaking at the Canterbury Chartered Accountants Conference
18 June 2018	• Hosting the VC Forum
20 June 2018	• Speaking at a new staff induction • Hosting a dinner for locally based CEOs with Professor Ian Wright
21 June 2018	• Hosting UC Foundation Donor Thank You Event in Wellington.
22 June 2018	• Hosting a Development Day for SMT

12.1 Appendix 4: Enrolment Table

	Headcount						EFTS		EFTS						
	Applications to Enrol						Actual Enrolment		Full Year Enrolled						
	ATE Enrolment Week: 33 (12/05/2018)						Enrolments (12/05/2018)		Actual	Actual	Actual	Actual	Actual	Forecast (as at April)	Budget
	2013	2014	2015	2016	2017	2018	2017	2018	2013	2014	2015	2016	2017	2018	2018
Domestic 1st Year	3,662	3,958	4,009	4,776	5,095	5,182	3,084	3,419	2,886	2,922	2,974	3,254	3,262		
Returning	9,338	9,100	8,890	9,004	9,309	9,600	7,963	8,181	8,495	8,245	8,079	8,104	8,409		
Total	13,000	13,058	12,899	13,780	14,404	14,782	11,047	11,600	11,381	11,167	11,053	11,358	11,671	12,257	12,277
International 1st Year	1,472	2,089	2,397	3,349	3,496	3,909	558	717	304	336	445	607	744		
Returning	524	506	493	619	802	943	624	727	495	439	434	527	674		
Total	1,996	2,595	2,890	3,968	4,298	4,852	1,182	1,444	799	775	878	1,134	1,418	1,728	1,529
									-	-	-	-	-	-	
Total	**14,996**	**15,653**	**15,789**	**17,748**	**18,702**	**19,634**	**12,229**	**13,044**	**12,180**	**11,943**	**11,931**	**12,492**	**13,089**	**13,986**	**13,805**

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2017/8 Budget and Forecast is not calculated down to year at UC
Enrolment data is based on the same date across years i.e. 6th Jan vs 6th Jan
ATE data is based on student headcount and based on the student's citizenship status rather than fee type. Enrolments data is based on EFTS and the student's fee type (Domestic or International).
'International' refers to the students NZ citizen/residency status rather than their fee paying status. Most international students will pay International fees but not all. As PhD students generally pay domestic fees this table

12.2 Awards list (December 2017 – May 2018)

December

Rt Hon Sir John Key was awarded an Honorary Doctorate in Commerce.

Tufulasi Taleni, was awarded the 2017 NZARE Rae Munro Award for excellence for his Master's thesis.

December – Successful proposals in the MBIE Partnerships Scheme investment funding round were submitted by:

- Ada Rutherford Professor of Architectural Engineering Larry Bellamy
- Dr Robert Finch

Dr Sonja Macfarlane received the Te Tohu Pae Tawhiti Award at the 2017 New Zealand Association for Research in Education conference.

Professor Jennifer Brown was awarded the 2017 Campbell Award of the New Zealand Statistical Association

UC alumna Barbara Chapman was acknowledged for her seven years' service as ASB chief executive.

Podesta Family Enterprise and Innovation Award in the Engineering Without Borders Challenge

- Marcus Reeves
- Odyssey Posimani
- David Avei
- Jack Pilet

Alumna, Justice Christine Grice, CNZM was appointed a Judge of the High Court.

January – New Year's Honours recipients

- Cameron Moore, MNZM for services to the manufacturing industry and community.
- Graeme Wallis, MNZM for services to music.
- Julia Morison, ONZM for services to visual art
- Lorraine Logan, QSM for services to musi
- Mark Stewart, MNZM for services to the community and spor
- Philip Craigie, QSM for services to music.
- Maureen Truman, MNZM for services to education.
- Dr Garth Carnaby CNZM, MNZM for services to science and governance.

March

Distinguished Professor Geoffrey Chase was appointed to the Marsden Fund Council as the new convenor of the Engineering and Interdisciplinary Sciences panel.

Distinguished Professor Jack Copeland was awarded the Barwise Prize from the American Philosophical Association.

Technical Innovation Award at the Shell Eco-marathon Asia 2018 in Singapore

- Robbie Murray
- Ben Murton
- Tim Marsh

Oliver Hunt won $100,000 award from the Dream Believe Succeed Foundation for his start-up company Medsalv.

Associate Professor Dirk Pons was made a Fellow of Engineering New Zealand.

May

Professor Emeritus David Penny was named a National Academy of Sciences (NAS) foreign associate.

Dr Ann Brower was awarded the 2017 Critic and Conscience of Society Award.

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 21 May 2018

The Committee recommends:

1. Māori Student Engagement

   That: Council note the Māori Student Engagement Report.

2. 2019 Meeting Schedule

   That: Council approve the 2019 Meeting Schedule.

Ms Catherine Drayton
Chair
Finance, Planning and Resources Committee

23 May 2018

Office of the Assistant Vice-Chancellor Māori

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UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Ki:	Finance, Planning and Resources Committee
Nā:	Liz Brown
Rā:	5 April 2018
Kaupapa:	Māori Student Engagement
Purpose:	For information and discussion

E ngā rangatira o te wānanga nei, tēnā koutou katoa

This memorandum provides an overview of the University of Canterbury's current Māori student engagement, from first contact in local high schools to graduation.

Ākonga Māori Statistics at end March 2018

Table 1: Ākonga Maōri EFTS 2014-2018

EFTS	Domestic												
	MARCH												
	2014	2015	2016	2017	2018	2015 change on prev year	2016 change on prev year	2017 change on prev year	2018 change on prev year	2015 % change on prev year	2016 % change on prev year	2017 % change on prev year	2018 % change on prev year
Academic College (course based teaching splits)													
College of Arts	177.3	183.1	213.9	236.0	268.6	5.8	30.8	22.2	32.6	3.3%	16.8%	10.4%	13.8%
College of Business and Law	114.8	134.0	156.9	178.9	189.5	19.2	22.8	22.0	10.6	16.8%	17.0%	14.0%	5.9%
College of Education, Health and Human Development less Ed Plus	214.0	222.7	185.7	185.7	198.6	8.8	(37.0)	0.0	12.9	4.1%	(16.6%)	0.0%	6.9%
College of Engineering	116.7	134.1	175.9	195.2	206.2	17.5	41.7	19.4	11.0	15.0%	31.1%	11.0%	5.6%
College of Science	138.1	137.9	145.4	146.1	161.7	(0.1)	7.4	0.8	15.5	(0.1%)	5.4%	0.5%	10.6%
Service Units	9.3	8.1	12.4	14.3	12.1	(1.3)	4.4	1.9	(2.2)	(13.4%)	54.0%	14.9%	(15.3%)
Total	**770.1**	**820.0**	**890.1**	**956.3**	**1,036.7**	**49.9**	**70.1**	**66.2**	**80.4**	**6.5%**	**8.5%**	**7.4%**	**8.4%**

Table 2: Ākonga Māori headcount 2014-2018

Head Count	Domestic												
	MARCH												
	2014	2015	2016	2017	2018	2015 change on prev year	2016 change on prev year	2017 change on prev year	2018 change on prev year	2015 % change on prev year	2016 % change on prev year	2017 % change on prev year	2018 % change on prev year
Academic College (course based teaching splits)													
College of Arts	339	350	411	454	551	11	61	43	97	3.2%	17.4%	10.5%	21.4%
College of Business and Law	200	241	283	322	365	41	42	39	43	20.5%	17.4%	13.8%	13.4%
College of Education, Health and Human Development less Ed Plus	284	298	267	269	284	14	(31)	2	15	4.9%	(10.4%)	0.7%	5.6%
College of Engineering	229	254	343	359	377	25	89	16	18	10.9%	35.0%	4.7%	5.0%
College of Science	277	309	353	359	386	32	44	6	27	11.6%	14.2%	1.7%	7.5%
Service Units	30	21	40	48	40	(9)	19	8	(8)	(30.0%)	90.5%	20.0%	(16.7%)
Total	**904**	**954**	**1,041**	**1,126**	**1,209**	**50**	**87**	**85**	**83**	**5.5%**	**9.1%**	**8.2%**	**7.4%**

Pre-2014 enrolment figures are as follows:

2013: 898 Māori students (headcount)

2012: 936 Māori students (headcount)

2011: 817 Māori students (headcount)

2010: 1088 Māori students (headcount)

2009: 1041 Māori students (headcount)

2008: 966 Māori students (headcount)

2007: 986 Māori students (headcount)

Māori Outreach and Recruitment initiatives

The dedicated Māori Outreach and Recruitment advisor was appointed in 2016 as part of an initial eighteen month project to increase enrolment by local (Christchurch) Māori high school students. This project was approved by the Senior Management Team and supported by funding from the UC Foundation which provided funding for a 1 FTE role as well as operational funding. The key objectives of the initial project included:

- An increase in the number of ākonga Māori in the Canterbury region successfully transitioning to tertiary study pathways.
- An increase in Māori first year enrolments at UC, by 20 (headcount) in 2017 and 40 (headcount) in 2018.
- Strengthen relationships with key stakeholders including ākonga, whānau, staff at Christchurch based schools and Māori community.
- Lead the Strategy, for the purpose of ensuring a coordinated approach to Māori recruitment and outreach with schools and communities.
- Undertake research and evidence to inform the Māori student recruitment, outreach and transition initiatives.

Strategy

The initial Māori Outreach and Recruitment strategy document focussed on the identified need for UC to understand and target its recruitment of ākonga Māori (Māori students). It also supports the nationally recognised under-representation and under performance of ākonga Māori in university study, through establishing an innovative recruitment strategy for ākonga Māori. The strategy also recognises successes we have achieved in Māori Recruitment and Outreach since 2016. The focus of the strategy is to continually transition ākonga Māori successfully from the compulsory education sector to tertiary study. A targeted and dynamic set of initiatives, designed specifically for Māori, will effectively bridge students into university degree level courses and support their journey through successful progress to completion. This strategy is informed based on two years of pilot programmes and initiatives which has produced a desired outcome of increasing the number of ākonga Māori who are well prepared for university study.

The emphasis for the Māori recruitment and growth strategy will continue to build on the developing pipeline of ākonga Māori, targeting engagement with ākonga (students) in years 10-13, who are prepared to have success in tertiary study.

Our strategy aims to embed a kaupapa Māori approach, or a set of Māori principles, designed to make a positive difference for Māori student success. Targeted recruitment and outreach initiatives with ākonga Māori will include active engagement with their community, including their whānau, school, friend, and wider community as all of these stakeholders play a significant role in supporting students to have a successful educational experience. This focus will be partnered with appropriate pastoral support and advice to encourage and enhance their transition to University study. It will be led by the Kaiwhātoro Ākonga Māori, (Māori Outreach and Recruitment advisor), who will uphold the Māori Development Team's kawa '*Kia tau tonu rā, ngā Manaakitanga i ngā wā katoa / May manaaki form the basis of all that we do all of the time'.*

Wider UC collaboration

Due to the resignation of the Māori Liaison Officer (MLO) within UC's Liaison team in 2016, it was determined that the Kaiwhātoro Ākonga Māori (KAM) will work and collaborate with the Liaison team. Together they will engage with all Christchurch schools with the KAM focussing on:

- Providing advice and support to staff and ākonga Māori in relation to tertiary education
- Delivering UC Ekea! programmes
- Enhancing whānau hui in schools in collaboration with other institutions in the Canterbury region
- Providing and delivering UC's Liaison service to the following schools:
    - Catholic Cathedral College
    - Haeata Community Campus
    - Hillmorton High School
    - Hornby High School
    - Linwood College
    - Mairehau High School
    - TKKM o Waitaha (Whakapumau)
    - TKKM o Te Whānau Tahi
    - Te Pā o Rākaihautū
- Strengthening UC's working relationship with the above schools and kaiāko Māori from the following schools:
    - Avonside Girls High
    - Burnside High School
    - Cashmere High School
    - Lincoln High School

- Papanui High School
- Rangiora High School
- Shirley Boys High School

- Developing and strengthening relationships with key iwi
  - Ngāi Tahu
  - Ngāti Porou
  - Ngāpuhi

The schools listed above have high population of ākonga Māori, however the UE achievement rate is generally low. UC's approach to Māori Recruitment and Outreach will aim to inspire more rangatahi to aim for UE therefore increasing the number of ākonga Māori eligible for UC enrolment.

In 2017 the project role was changed to a continuing role which works in collaboration with the UC Liaison team. The UC Foundation have generously continued their financial support towards UC Māori outreach initiatives. This will allow the Kaiwhātoro Ākonga Māori to implement the above objectives in 2018 onwards.

Māori Recruitment and Outreach engagement

Māori Recruitment and Outreach engagement continues to rise as a result of strengthened relationships between the Kaiwhātoro Ākonga Māori (Māori Outreach Advisor), Canterbury schools, (as listed above), and key community stakeholders. UC now has a unique pathway to tertiary education for Māori with the development and implementation of the Ekea! Programmes. Based on qualitative evidence we are now focussing on the following:

- Developing a new Recruitment and Outreach strategy for the next two years to meet the evolving needs of successfully transitioning Māori from the secondary education sector to tertiary study at UC.
- Enhance UC's relationship with Ngāi Tahu Education.
- Develop a relationship with key Māori medium schools in the Ngāti Porou, Ngāti Kahungunu and Ngāpuhi regions who have a strong education strategy for their iwi.
- Attend key National Māori secondary school events (Ngā Kapa Haka Kura Tuarua o Aotearoa and Ngā Manu Kōrero) to foster relationships with key schools in a Te Ao Māori context.

He Puna Pūtaiao

He Puna Pūtaiao is an initiative lead by the College of Science supported by the Kaiwhātoro Ākonga Māori. It is targeted at year 10 students from four high schools

- Burnside High
- Cashmere High
- Lincoln High
- Linwood College

It has been running for six years and recent statistics show that many of the students later engage in tertiary education.

College of Engineering

Work is currently underway developing a programme for Ngāi Tahu students partnering with Ngāi Tahu, the University of Hawaii, and UC's College of Engineering. A pilot programme is being developed for delivery in October 2018. Ngāi Tahu have already selected 10 students for this initiative. Jeanine Tamati-Elliffe, supported by Abby Suszko, are leading this on behalf of the Office of AVC Māori in conjunction with the College of Engineering and Michelle Bergman, Māori Student Development Team. This initiative has the potential to be extended further.

Māori Student Development Team

The Māori Student Development Team (MDT) works with ākonga **from pre-enrolment to graduation,** with an overarching goal of ensuring academic success and personal development for all ākonga Māori. MDT also assist ākonga in providing pathways through which ākonga can develop their identity as Māori and enhance their connections to hapu, rūnanga and iwi. The aim is to develop ākonga as a whole person, who achieves academic success and validation of their identity.

This process of working with ākonga begins with pre-enrolment calling. For the past five years, MDT have telephoned all ākonga who have submitted an application to enrol (ATE) from October to January the following year. This involves three advisors contacting approximately **400 ākonga,** with that number growing each year. Advisors are able to offer advice, answer any questions ākonga may have about the support services, UC, UCSA or general information about Ōtautahi Christchurch. This initiative has been very successful and feedback received has been positive.

MDT contact all currently enrolled first year ākonga in week 4 of terms one and three to see how they are settling in and to answer any questions they may have or provide information about anything they may have missed during their first few weeks at UC. During Term 1, many ākonga are overwhelmed and still becoming familiar with tertiary studies and adjusting from high school. MDT have identified this as a crucial time to get in touch with ākonga and remind them about the support offered and the services available at UC and UCSA. MDT have three advisors contacting approximately 300 ākonga. Calls have been very well received and have on many occasions have been able to reduce ākonga anxiety and stress and provide advice and guidance and/or refer to the necessary support service such as the Health Centre.

UC's Māori Orientation programme

Once ākonga are enrolled, they are invited to UC's Māori Orientation programme. This event provides an opportunity for ākonga to be welcomed to Te Whare Wānanga o Waitaha with a mihi whakatau, whakawhanaungatanga, introduction to all of the support services on campus through the Amazing Race and kai. Māori often refer to the adage "it takes a village to raise a child" and through this event we show our new ākonga what our village looks like at UC and how we can work together to tautoko their success in their chosen studies. Whānau are invited to participate and increasing numbers of whanau who are attending provide very positive feedback about their experience on campus.

Tuākana academic mentoring

All first year students have the opportunity to participate in our Tuākana academic mentoring programme. Our tuākana are high achieving senior ākonga Māori who provide academic mentoring on a per course basis. While the main focus is to support ākonga in 100 level courses, we continue to support requests for ākonga requesting support in higher level courses. This initiative is offered anytime throughout the year and ākonga are encouraged to sign up from Māori Orientation onwards. In addition, tuākana can mentor new ākonga who are finding the transition to university study and life in any way overwhelming.

Supplementary workshops

We provide further academic support through supplementary workshops which are offered to all first year ākonga who are studying in 100 level compulsory courses. MDT collaborate with the School of Law to deliver additional supplementary workshops for all Laws 200 compulsory courses as well. If we identify a need to deliver additional workshops within other Schools/Colleges we collaborate with the relevant department to offer additional supplementary workshops. These workshops have a focus on preparing ākonga for exams and demystifying academic language.

Some Tuākana are student leaders, (part of the wider UC student leaders group) and provide support for MDT from community engagement to events on campus. Tuākana are offered many

opportunities to have a hands on experience whilst developing their cultural awareness and leadership skills. Many of these tuākana are postgraduate students.

Te Punenga

The Māori Student Development Team provides Te Punenga, which is MDT's postgraduate initiative and offers postgraduate mentoring for new to postgraduate ākonga, a series of writing workshops and a conference/workshop grant for those postgraduate ākonga whose papers have been accepted at national or international conferences. Conference grants are provide to assist with travel and/or registration costs. Grants are mostly awarded to PhD students.

Celebrations

We hold Celebrations for Māori graduands and graduates in April and December each year to honours the achievements of our ākonga Māori at Te Whare Wānanga o Waitaha. It is an opportunity for graduands and graduates of Māori descent to be presented to their whānau, the Māori community and the University. This event complements the formal graduation ceremonies and is very well attended by whanau, UC staff and the graduands and graduates.

Other activities

MDT collaborate with many other teams on campus to offer opportunities to reconnect and meet other ākonga at UC. Regular events include the following:

- Lunch on the lawn with UCSA (offered to ākonga studying on the Dovedale Campus)
- Kia ora Bro with UCSA (This event is focused at International students and provides an introduction to Aotearoa. For some ākonga Māori, this is their first engagement in Te Ao Māori)
- Term 1 lunch (provides ākonga Māori to meet other ākonga Māori and re-engage with Māori staff)

MDT collaborate with other UC student support teams and the UCSA to ensure that there is consistency of support, information and access for ākonga, whoever they are and however they identify. This is important in achieving as seamless as service as possible for all ākonga at UC.

MDT provide many opportunities for ākonga Māori to provide feedback, which is used to continually review and develop their programmes for ākonga. MDT collaboratively create strategic and operational plans annually, which contribute to the overall strategic and operational plans for Te Tari o te Amokapua Māori.

Conclusion

The Office of the Assistant Vice Chancellor Māori and the Māori Development Team have a commitment to ongoing improvement and development. Regular review of what is offered occurs so we can ensure the support we provide is fit for purpose and achieving our goals.

Whilst this paper focuses upon the support provided to students it does not discuss the work undertaken by the Kaiārahi Māori and wider UC staff to ensure the university is a culturally responsive environment with culturally relevant programmes.

Ngā mihi

Liz Brown
Te Amokapua Māori (taupua)
Assistant Vice-Chancellor Māori (Acting)

Memorandum

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UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	UC Council
From:	Bruce White, Acting University Registrar
Date:	22 May 2018
Subject:	**2019 Meeting Dates**
Purpose:	For recommendation to Council

Attached is the draft Schedule of proposed meeting dates for 2019.

Council agreed at its meeting of 26 August 2015 to continue to follow established practice, confirming the pattern of Finance Planning and Resources Committee (FPRC) and Audit and Risk Committee (A&R) meetings on the third Monday of the month and Council meetings on the last Wednesday of the month. The time of Council meetings was confirmed at 3pm for workshops and 4pm for meetings. It was also agreed at that meeting to adjust the start times of FPRC and A&R meetings to the end of the business day, so that A&R would commence at 2pm and FPRC at 4pm.

The meetings in 2019 are therefore proposed as follows:

- Meetings of the FPRC on the third Monday of each month at 4.00pm
- Meetings of the A&R on the same days as FPRC meetings in February, March, May, August and October at 2.00pm
- An extra meeting of A&R in February to manage the Annual Reporting process
- Council meetings on the last Wednesday of the month at 4.00pm (with workshops at 3.00pm).

There are no Annual holidays impacting the timing of the FPRC or Audit and Risk meetings in 2019. However, due to the timing of Easter in 2019 and the close proximity of ANZAC Day to Easter a variation to the usual pattern for the April Council meeting is recommended.

Meeting dates are therefore suggested as follows:

1. <u>February meetings</u>
   To enable production of the Annual Report there will be two meetings of the Audit and Risk in February: **Monday 4 February at 4.00pm** and the second two weeks later on **Monday 18 February at 2.00pm**.

   The FPRC meeting would naturally follow A&R on **Monday 18 February at 4.00pm**.

2. <u>Easter and ANZAC Day</u>
   Good Friday falls on 19 April in 2019 and the University will be closed from that day through to and including Tuesday 23 April. The Council meeting would normally be held on Wednesday 24 April which is the day before ANZAC Day. Many staff and possibly Council members will wish to take the opportunity to extend their Easter leave to incorporate ANZAC Day by taking Wednesday 24 April as leave.

   It is therefore proposed to hold the April Council meeting on the following **Wednesday, 1 May.**

3. December meetings
   If deemed necessary, a date has been established for an extra meeting of **FPRC at noon on Monday 9 December**. There is the possibility for this meeting to then convene as a **Council meeting at 2.00pm that day** should this be required.

Recommendation:
That Council adopt the meeting schedule for 2019.

Bruce White
Acting University Registrar

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Meeting Schedule – 2019

Statutory Dates		
6 February – Waitangi Day	19 April - 23 April – Easter	23 April – University closed
25 April – ANZAC Day	3 June – Queen's Birthday	28 October – Labour Day
15 November – Show Day	24 December to 2 January (inclusive) - University closed	

Graduation Ceremonies		
Tuesday 16 April 2019	10.00am	Colleges TBC
Tuesday 16 April 2019	2.00pm	Colleges TBC
TBC	10.00am	Celebration for Maori Graduates
Thursday 18 April 2018	10.00am	Colleges TBC
Thursday 18 April 2018	2:00pm	Colleges TBC
December TBC	1.30pm	Rotorua Graduation
Wednesday 18 December 2018	10.00am	Colleges TBC
Wednesday 18 December 2018	2.00pm	Colleges TBC
Friday 20 December 2018	10.00am	Colleges TBC
Friday 20 December 2018	2.00pm	Colleges TBC

Note: **The UC Council/SMT Graduation dinners will be held on the evenings of Wednesday 17 April and Thursday 19 December**

Council Meetings

- Normally last Wednesday of the month, 4.00pm, Council Chambers, Level 6, Matariki; Workshops at 3pm (unless otherwise specified)
- Papers required by: 5.00pm the Wednesday prior to meeting
- Agendas: distributed the Thursday prior to meeting

30 January	27 February	27 March
1 May (April meeting)	29 May	26 June
31 July	28 August	25 September
30 October	27 November	Monday 9 December (if needed) at 2.00pm

Finance, Planning and Resources Committee Meetings

- Normally 3rd Monday of the month, 4pm (unless otherwise indicated), Council Chamber, Level 6, Matariki
- Papers required by: 5.00pm the Tuesday prior to meeting
- Agendas: distributed the Thursday prior to meeting

	18 February	18 March
15 April	20 May	17 June
15 July	19 August	16 September
21 October	18 November	9 December (if needed) at noon

Audit and Risk Committee Meetings

- Normally 3rd Monday of the month, 2.00pm (unless otherwise indicated), Council Chamber, Level 6, Matariki
- Papers required by: 5.00pm the Tuesday prior to meeting
- Agendas: distributed the Thursday prior to meeting

4 February (4:00pm)	18 February	18 March	20 May	19 August	21 October

Adopted: xxxxx, Amended xxxxx

DRAFT

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Report to the Council from a meeting of the Audit and Risk Committee held on Monday 21 May 2018

The Committee recommends:

1. Health and Safety Report

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

2. Health and Safety Charter

   That: ***Council approve the Health and Safety Charter.***

Catherine Drayton
Acting Chair
Audit and Risk Committee

23 May 2018

Audit and Risk Report

To:	Audit and Risk Committee of UC Council
From:	Steve Hunter Health and Safety Manager
Date:	May 2018 (Y18)
Subject	Health, Safety and Wellbeing at UC

Introduction

The intent of this Y18 report is to provide assurance to Council that satisfactory arrangements are in place for managing Health and Safety risks across the University of Canterbury.

As foreshadowed in the March report, which was a comprehensive update on Health and Safety issues, this report contains mainly quantitative data.

Summary

As requested by the VC, an external audit of University of Canterbury Health and Safety systems based on WorkSafe Plus/ACC audit standards took place during April Y18. The report is being finalised and will be presented to Audit and Risk for the August report.

Since the March report, health and safety on campus has shown no significant cause for concern.

Report

Content:

1. Health and Safety Team Update
2. Health and Safety Key Projects
3. Contractors Update
4. UC Statistics

1. Health and Safety Team Update

We continue to provide a professional and informative service to UC.

In order to ease workload and allow focus on key projects along with BAU, we have benefitted from a three month fixed term contract temporary administrator.

Flu vaccinations are underway

Health Monitoring will commence July Y18

UC Health and Safety Management system RMSS usage and applications are proving challenging. User feedback indicates that the system is overly complex, labour intensive and has limited analytical capability. Electronic health and safety systems have moved forward significantly since the introduction of RMSS. Consideration into a system which would better serve the requirements of UC is advised.

The first phase of UC SafePlus Assessment Training has taken place to relevant managers in readiness for initial department inspections later this year. This new system has a stronger focus on leadership participation than previous ACC WSMP type assessments.

2. Health and Safety Key Projects

- A review of Work Integrated Learning (WIL) procedures
- Development of a compliant Chemical Manager System, adaptable to all relevant departments in liaison with IT currently under consideration
- Field activity procedures review
- Hazardous Substance delivery and storage procedures
- Wellbeing, including mental health in the workplace. A UC workgroup is now formed which includes a broad group of representatives from various colleges/departments including Human Resource and the Health and Safety Team.
- Construction/refurbishment projects continue to be monitored
- Review of Health Monitoring procedures
- Asbestos management in various UC locations

3. Contractor Update

The central H&S team continue to co-ordinated external H&S audits of the remaining major UC construction sites. Grant Craig, Senior Health and Safety Consultant, has continued to actively engage with construction sites on a regular basis by attending toolbox talks, site visits with UC PMs etc. Following is a review of Y18 second quarter with observations that may affect the University;

- CETF: Civil and Mechanical Wings, Now handed over to the University for teaching, with some deferred works to complete at an as of yet unknown date. All contractor H&S will be managed by Capital works as required.

- Rehua provided a continuing low level of medical treatment injuries and near misses. This may coincide with the finishing trades now operating in the building along with an end to higher risk work. A concern for this period is the poor level of housekeeping and a continuing battle for contractors to wear PPE equipment. Indications are that construction completion, as reported in last PCG update, may still be taking priority over health and safety. Visits and comments by PCG group and Council have been noted and a noticeable improvement on site was noticed when the comments were relayed to Hawkins

- RSIC ; Completed

- Dominion is nearing demolition completion and removal of Von Haast. All reasonably practicable steps are being taken to minimise risk. This contractor has exceeded my expectations with this demolition, it has been smooth, non-invasive to everyday activities of the University, and with minimal concerns from our community. Final comments about the demolition will be delivered in the next reporting schedule.

- Leigh's construction are continuing well on the new UCSA build. This site is managed very well and currently have no outstanding issues. Another exemplary contractor, work going well here with no major issues. Will look at this site for a council visit once it is enclosed.

As we progress through 2018 we will continue to have construction and demolition disruptions throughout campus. We acknowledge the ongoing risk that this poses to the University community. However we think it is important to recognise the significant time and energy invested by the University to ensure the safety of staff and students during this time. Some key contributors to this include;

1. Campus Construction Safety Group
2. Contractor Round Table Forum
3. Project Control Groups
4. Project Working Groups
5. Health and Safety Committees
6. External Auditing

4. **UC Statistics**

Leading Performance Indicators comparison to same period Y17

To 1 May Y17, Y18	2017	2018
Council Safety Tours	1	2
External Audits	5	3
SMT Safety Tours	0	0
Training Sessions	14	9
H&S Committee Meetings	10	10
H&S Representatives	80	83
Positive Safety Observations	0	0
Ergonomic Assessments	40	53
Health Monitoring	0	0
Flu Vaccinations	986	1047

Note: SMT health and safety tours are undertaken but not documented. A procedure for recording/documenting is under consideration.

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

Lagging Performance Indicators comparison to same period Y17

To 1 May Y17, Y18	2017	2018
Total Occurrences employees	56	80
Total Occurrences non-employees	12	10
Total Occurrences	68	90
Total Occurrences Rec Centre	8	15
Lost Time Occurrences	2	2
Days Lost	20	14
UC Average Days Lost	10	7
Illness	4	4
Injury	33	47
Near Miss	15	18
Discomfort & Pain Reported	3	17
Notifiable to Worksafe Incident	2	0
Total Occurrences	76	105
Worksafe Investigations	0	0
Negative Safety Observations	0	11

Memorandum | Pukapuka

Ki:	University Council, via Audit and Risk Committee
Nā:	Paul O'Flaherty, Director of Human Resources and Steve Hunter, Health and Safety Manager
Rā:	8 May 2018
Kaupapa:	Review and Approval of Council Health, Safety and Wellbeing Charter

Attached is the University Council Health, Safety and Wellbeing Charter, for review and approval.

This proposed version has only one change – the inclusion of the word "Wellbeing" to better reflect the increased additional focus in this area. The same wording change has been made to the University's policy (also attached).

Our view and advice is that, with this one change, the Charter is fit for purpose.

Draft May 2018 - UC COUNCIL HEALTH, SAFETY AND WELLBEING CHARTER

As the governing body of the University, the University Council (Council) is ultimately responsible for the health, safety and wellbeing of all members of the University community (including students, staff, visitors and other individuals) whilst on campus and other places where they might be affected by the University's operations.

The Council is required to:

- Satisfy itself that the University has an appropriate Health, Safety and Wellbeing Policy, with effective processes and guidelines for implementation
- Ensure that there is an effective mechanism for staff consultation on health, safety and wellbeing matters
- Ensure that a University-level health, safety and wellbeing committee exists and meets regularly
- Ensure that there are means for staff to appoint Health, Safety and Wellbeing Representatives, and enable these Representatives to discharge their duties.
- Receive regular reports from representatives of the Senior Management Team (SMT) and the Health, Safety and Wellbeing Committee.
- Be notified of any incidents carrying a major risk to health, safety and wellbeing, any enforcement action taken against the University and any response taken in relation to these.

In discharging these responsibilities, the Council is guided by the VC, Director of Human Resources, and the Health and Safety Manager.

The Council shall review this Charter annually.

Approved by Council: May 2018

UC Policy Library

DRAFT Health, Safety and Wellbeing Policy

Last Modified	May 2018
Review Date	May 2020
Approval Authority	Vice-Chancellor
Contact Officer	Health & Safety Manager – Human Resources

Policy approved by Vice-Chancellor …….. ……
Dr Rod Carr Date

Introduction

The University is committed to providing and maintaining a working environment for its staff that puts safety, health and wellbeing at its centre. The University is also committed to providing an environment that promotes safety, health and wellbeing for students, visitors, contractors and everyone attending the University.

Definitions

Officer – in regards to the University, this includes members of the University Council, the Vice-Chancellor, and the Senior Management Team (SMT) members for their areas of responsibility.

Worker – a person who carries out work in any capacity for the University, including University staff; contractors, subcontractors and their employees; and others as stipulated in the *Health and Safety at Work Act 2015 (New Zealand Legislation website)*. Volunteers are excluded from this definition in some cases, see *section 19(3) (New Zealand Legislation website)* of the Act for further guidance.

Workplace – any physical location in which work-related activities are performed under the control of the University.

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Policy Statement

The University as the Person Conducting a Business or Undertaking (PCBU) will

- Demonstrate excellent health, safety and wellbeing practice with legal compliance as a minimum
- Implement policy and procedural requirements within a system of continuous review and improvement
- Implement effective consultation and communication systems for health, safety and wellbeing
- Consult and actively promote participation with staff, students and contractors to ensure they have the commitment, training, skills, knowledge and resources to maintain an environment that promotes health, safety and wellbeing
- Maintain strong work participation processes and structures, including a University-level health, safety and wellbeing committee that meets regularly
- Ensure that all staff, students, visitors and contractors are made aware of emergency procedures and how to respond to all emergencies and critical incidents
- Work together with other PCBUs in a spirit of trust and co-operation towards optimum health, safety and wellbeing results, and be committed to the *Canterbury Rebuild Safety Charter (Canterbury Rebuild Safety Charter website)*
- Have in place review mechanisms to continuously improve health, safety and wellbeing performance and learn from any incidents
- Provide access to treatment and rehabilitation programmes for employees that support a safe, early and satisfactory return to work from injury or illness, work and non-work, where possible

Health, Safety and Wellbeing Roles and Responsibilities

Roles and responsibilities for health, safety and wellbeing matters have been significantly changed with the introduction of the *Health and Safety at Work Act 2015 (New Zealand Legislation website)*.

Every member of the University community has a responsibility to maintain excellent health, safety and wellbeing practice; this responsibility increases incrementally through the levels of the line management structure.

Officers' Responsibilities

The University Council, the Vice-Chancellor, and members of the Senior Management Team (SMT) within their areas of responsibility each have the following responsibilities as officers under the Act:

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- Acquire and keep up-to-date knowledge of health, safety and wellbeing matters for the University
- Understand the nature of the University's operations and of the associated hazards and risks
- Ensure the University has appropriate resources and processes to eliminate so far as is reasonably practicable, or minimise so far as is reasonably practicable, risks to health, safety and wellbeing
- Ensure that the University has appropriate processes for receiving and considering information regarding incidents, hazards, and risks and for responding in a timely way to that information
- Ensure that the University has, and implements, processes for complying with any duty or obligation
- Verify the provision and use of the above resources and processes through reviews and audits.

Workers' Responsibilities

University staff and contractors (including sub-contractors) have the following responsibilities:

- Take reasonable care for his or her own health, safety and wellbeing
- Take reasonable care that his or her acts or omissions do not adversely affect the health, safety and wellbeing of other persons
- Comply as far as he or she is reasonably able with reasonable instructions given by the University in relation to health, safety and wellbeing
- Cooperate with the University's policies and procedures relating to health, safety and wellbeing

The effective delivery of this policy requires everyone to accept a personal responsibility for health, safety and wellbeing. The University will provide professional and competent support and advice to all members of its community.

Duties of other persons at workplace

Other people at the workplace, including adjunct appointees, student interns, volunteers or any other person must:

- Take reasonable care for his or her own health, safety and wellbeing
- Take reasonable care that his or her acts or omissions do not adversely affect the health, safety and wellbeing of other persons
- Comply, as far as he or she is reasonably able, with any reasonable instruction that is given by the University in relation to health, safety and wellbeing.

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Related Documents and Information

Legislation

- Accident Compensation Act 2001 (New Zealand Legislation website)
- Hazardous Substances and New Organisms Act 1996 (New Zealand Legislation website)
- Health and Safety at Work Act 2015 (New Zealand Legislation website)
    - Health and Safety at Work Regulations (WorkSafe New Zealand Regulations)

University Website and Intranet

- Combined Unions & University of Canterbury Agreement on Employee Participation in Health & Safety (University Human Resources intranet)
- Human Resources intranet (University Human Resources intranet)
- HR Advisors listed by College/Unit (University Human Resources website)
- HR Toolkit (University Human Resources intranet)
- Health & Safety Toolkit (University Human Resources intranet)

External

- ACC Workplace Safety Management Practices (ACC website) - Audit Standards, effective from 1 April 2002
- A principal's guide to contracting to meet the Health and Safety in Employment Act 1992 (Worksafe New Zealand website)
- AS/NZS 4801:2001 : Occupational Health and Safety Management Systems – Specification with guidance for use *(Engineering Library)*
- AS/NZS 4804:2001 : Occupational Health and Safety Management Systems – General guidelines on principles, systems and supporting techniques *(Engineering Library)*
- Canterbury Rebuild Safety Charter (Canterbury Rebuild Safety Charter website)

Document History and Version Control Table			
Version	**Action**	**Approval Authority**	**Action Date**
For document history and versioning prior to 2013 contact ucpolicy@canterbury.ac.nz			
1.00	Converted document to new template.	Policy Unit	Oct 2013
1.01	Document review date pushed out.	Policy Unit	Mar 2014
2.00	Comprehensive review; updating of hyperlinks.	Vice-Chancellor	Aug 2014
3.00	Scheduled review by Contact Officer.	Vice-Chancellor	May 2015

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4.00	Scheduled review by Contact Officer; new legislation prompted comprehensive review.	Vice-Chancellor	Apr 2016
5.00	Scheduled review by Contact Officer, minor changes only	Vice-Chancellor	Apr 2017
6.00	Scheduled review by Contact Officer, no changes to contact	Policy Unit	Feb 2018
7.00	Review by Contact Officer, renamed to include “Wellbeing”	Vice-Chancellor	May 2018

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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 11 MAY 2018

The Academic Board met on Friday 11 May 2018 and recommends:

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

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

UNIVERSITY OF CANTERBURY

REPORT OF THE ACADEMIC BOARD MEETING HELD ON

FRIDAY 11 MAY 2018

TE POARI AKORANGA

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

1. BUSINESS FROM THE CHAIR

The Chair noted the following:

- The issue of equity and priority learners is currently particularly topical with both TEC, UNZ and AQA. It was noted in particular that Cycle 6 of the Academic includes an enhancement theme centred on Māori and Pasifika learners. Dr D Russell noted that there had been conversations around "parity" rather than "equity" for these learners in terms of access and performance outcome.
- That Council has made an award for the Teaching Medal, to be announced at a later date. In doing so Council expressed some concern at the lack of applicants. The Chair noted there was only 1 application compared to 6 for the Research Medal.
- A review will shortly be taking place on the appointment process to "Distinguished Professor".
- Council had noted the Academic Board Review process and stressed the importance of "doing it right''. Also noted was a desire for the Academic Board to be in a position to provide advice to Council on the strategic review of the University that will follow the appointment of the new Vice-Chancellor.
- A letter had been received from Professor J Heinemann regarding "critic and conscience" obligations in staffing position descriptions. The Chair noted the topic had been discussed twice by Academic Board recently and that a review of the current policy of Academic Freedom was underway. He noted that the national Gamma Award for "critic and conscience" had recently been made, with a UC academic being the recipient, and a public announcement would soon be made.

2. THE ACTING VICE-CHANCELLOR'S REPORT

The Acting Vice-Chancellor (Professor I Wright) presented the Acting Vice-Chancellor's report and highlighted research income and the PBRF process, including key dates.

Questions and comments from the floor included:

- In relation to the Ernst Rutherford building. Thanks to the many technical and general staff who have made it possible to get the teaching spaces ready. There was a concern, however, of continued delay in the availability of some research spaces and a question on the possible timeframe around these. Ms A Hanlon responded that while the number of outstanding tasks are small in relation to the scope of the project the exit of Fletcher Building from this type of business appears to be a factor including the completing of certification from sub-trades etc. An exact timeline is not known.
- What is the progress on the appointment process for a new Vice-Chancellor? The Chair noted that this is a Council process, via the Council's Honours and

Appointments Committee, but understood the process might be complete within the month.

3. REPORT FROM THE LIBRARY COMMITTEE

The Chair of the Library Committee read the Library report and highlighting in particular that 94% of the Library budget is spent on digital content and mostly on a small cartel of publishers. Also highlighted were some alternative ways to access content that may help reduce costs. However, the fundamental issue lay in the way publishers bundled their content so as to maximise the revenue that could extract from their customers. Collective action was necessary to address this issue, and currently underway by French universities (as one group) and German universities (another group). New Zealand, and Australasia in general, however are unlikely to have the purchasing power to take such action. Finally, the Library Committee Chair encouraged member to participate in a current survey Ithaka survey which may help inform ways of addressing this topic.

There was a general discussion on the topic including a request for information on UCs spending on the large publishers, and a desire for the Library Committee to come back to the Academic Board again on this topic with advice on possible action to take and to inform the University Council.

4. CREDIT RECOGNITION AND TRANSFER POLICY

A member asked for the policy to be brought forward from Section B, and asked for greater clarity in future about what is new in policies after review. Also queried was an equity issue around UC alumni being disadvantaged via subsuming compared to non-UC graduates. In answer it was noted than UC graduates are advantaged by allowing effectively 100% credit transfer for subsumed qualifications compared to non-UC graduates who cannot subsume and where credit transfer is highly limited.

5. DISCUSSION ON THE LEARNING AND TEACHING STRATEGY

The Assistant Vice-Chancellor Academic gave a presentation on the current developments for a new Learning and Teaching Strategy. Professor Moran outlined a brief history of the development and consultation so far, and highlighted other University strategies and plans. She outlined the proposed guiding principles and strategic directions grouped around: curricula, pedagogy and teaching professional development. Also included were cross cutting themes of: quality assurance, student engagement and organisational culture. The next step would be a formal document for consideration.

Questions and comments from the floor included:

- Are there new resources required or being provided? A purpose of the strategy is to inform such resource discussions.
- A question on terminology around: authentic assessment, research inform/lead/active teaching
- A discussion around multi-disciplinary teaching and the barriers to this, including: structural barriers in the way the University is organised, the funding model for courses and colleges, course duplication
- The need to think about meaningful measures of success, “how do we know that impactful progress is occurring?”
- Is the graduate profile aspirational or required for all students?
- A note that this is seen as an evolutionary development and not revolutionary one.

6. OTHER BUSINESS

The Chair noted current issues with the IT system and the file share.

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