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**VICE-CHANCELLOR’S REPORT TO
 UNIVERSITY OF CANTERBURY COUNCIL APRIL 2016**

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1. INTRODUCTION

The first quarter of 2016 is behind us and April Graduation at hand. First quarter achievements include the positive enrolment outcomes reported to the Board last month, rising contracts for externally funded research, confirmation of improvements in disciplines highly ranked in the latest QS results, significant progress with the major building projects and increasing traction supporting the development of the graduate attributes in the Graduate Profile.

The second quarter holds the promise of opening of the first major new permanent building since 2011 – the Structural Engineering Laboratory, the delivery of the remediated and upgraded Electrical and Computer Engineering lab wing and the all new Chemical and Process Engineering lab wing. Significant work will go into updating the 10 year Financial Forecasts and Capital Budget as requested by the Minister by 30 June. Decisions will be taken by Council on the second stage (fit-out) of the building to house the College of Education, Health and Human Development along with the Executive Development Programme and Centre for Entrepreneurship. Council will also consider the proposal to align Faculties with the College structure and the Business Case to replace the Von Haast Building.

It is increasingly clear that if UC is to achieve its enrolment targets over the next five years it is likely that additional student accommodation both in catered halls and apartment formats will be required. The University's policy is to seek external partners as both funders and operators of these facilities.

A number of staff have asked if the University has a view in relation the future of Lincoln. UC has three UC Council members on the Lincoln Council. Shared interests go beyond Governance and include research, teaching and student recruitment. The Canterbury region is one of the most contested domestic undergraduate markets in New Zealand with over 2,000 Lincoln students, 800 Otago students and 600 online Massey students living in the region, as well as strong recruitment efforts focused on Canterbury High Schools by Otago and Victoria Universities. There can be no case for adding further fragmentation and contestability to the undergraduate market in the Canterbury region and we will continue our collaboration efforts.

2. STRATEGIC MATTERS

2.1 UC Futures

We start the year with 964 full time equivalent full fee international students at UC. This is forecast to grow to 1,197 EFTS by the end of this year and 1,367 EFTS next year (source Business Insight and Reporting Team, March 2016 report). This compares with 1,267 EFTS full fee students in all of 2010. We can draw from this that UC will be back to pre-earthquake full fee student enrolments sometime in 2017, should the rate of growth continue. This increase in full fee students on campus brings welcome diversity, richness in our cultural fabric and some good challenges for our teaching and learning to remain globally focused. Growth has not been even across all programmes and colleges, with the Colleges of Engineering and Business and Law experiencing the largest increases. As we move through to increasing our full fee enrolments to reach similar levels to our other university peers, we will continue to balance growth with maintaining our high standards and strong academic experience for all students. We will need to redirect resources (people, space, discretionary spending) from declining and slow growing programmes to support growth in programmes attractive to students and externally funded research opportunities.

Staff and students on the Ilam Campus will have seen the new façade being installed on the new Rutherford Science and Innovation Centre (RSIC) at the heart of the Ilam Campus. This is a key milestone in the construction of this new and innovative science block, designed to make interdisciplinary collaboration easier and perhaps more serendipitous with co-located departments and numerous social learning and discussion areas.

2.2 Rutherford Science and Innovation Centre (RSIC)

The College of Science continues to plan for occupying the new RSIC (stage one) building in mid-2017 with a new approach to timetabling some labs this year in the way that they will be likely to run in the new building. The construction programme is on track at present but with little room for unforeseen delays. The UC Capital Works Project Team is watching closely to ensure that construction remains on track. As the building reaches the watertight stage in coming months, the focus will move to installing the numerous and complex mechanical services into the building. The brief for the building includes systems for a range of gases, including acetylene, nitrogen, LPG, compressed air, oxygen, helium and vacuum provision. It also includes three water systems. These services are key to making the building work well for teaching and research. In all, more than 16 different liquids and gases are to be reticulated within the building.

2.3 Canterbury Engineering the Future

The Structural Engineering Laboratory is complete and was officially opened on 15 April. This exciting new facility provides UC with a platform for seismic and stress testing that is arguably unparalleled in the southern hemisphere. The construction of the building has required extremely high precision engineering and construction and has been the result of a collaboration between our academic staff and some of Christchurch's best civil engineers. This will support a continuing focus on world-leading seismic civil engineering research at Canterbury and the QuakeCORE National Centre of Research Excellence hosted by UC. One of the aims of the QuakeCoRE is to improve the performance of New Zealand infrastructure in future earthquakes, reduce injury and loss of life, and to ensure essential post-disaster services are able to operate as normally as possible. While centred on engineering, the centre will bring in several disciplines.

The two CETF wings scheduled to open this year will be completed by mid-June. These long-awaited facilities for Chemical and Process Engineering and Electrical and Computer Engineering are still in construction.

The implications of one of Hawkins subcontractors responsible for demolition and site work on the CETF project going into liquidation has yet to be assessed but is likely to adversely impact programme delivery for the stage two wings (Civil and Mechanical).

2.4 College of Education, Health and Human Development relocation and integration

The New Education Building detailed design is complete and the decisions to include the UC Entrepreneurship Centre and Executive Development Programmes into the building has meant designs for those spaces are now included. The building will include a basic 'Makerspace' area on the fourth floor where staff and students will be able to make simple prototypes of new ideas. This area will be shared across Colleges and disciplines.

The rebuilding of this structure has provided quite a challenge to UC and the project team with costs higher than initially expected. However, the benefits of moving the College of Education,

Health and Human development onto the Ilam Campus are significant in both financial and academic terms. The University is committed to making this move a success for the College.

2.5 International Growth

The International Growth Strategy is an important part of the UC Futures Programme and is reported more fully below.

2.6 Graduate Profile

2.6.1 Graduate Attributes

Attribute 1: Critically competent in a core academic discipline of their degree

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

Council has taken an active interest in understanding how we and they gain assurance around the quality of teaching we undertake. DVC (Academic) will update Council on our current and developing sources of assurance as to the quality of teaching. This was a matter raised in the Cycle 5 Academic Audit and features as an issue in the issues paper released by the Productivity Commission and was raised directly by Productivity Commission Chair, Dr Murray Sherwin in his recent public address at UC.

Attribute 2: Employable, innovative and enterprising

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

2016 sees the implementation of two new initiatives started in 2015 to address the key attribute for employability, innovation and entrepreneurship. These are the UC Entrepreneurship Centre and the new PACE minors for the Bachelor of Arts. Students are successfully engaging with both programmes.

Attribute 3: Biculturally competent and confident

Learning Objective: Students will be aware of, and understand the nature of, biculturalism in Aotearoa New Zealand and its relevance to their area of study and/or their degree.

A meeting with Deans and PVCs was held in March to recognise and understand our individual and collective responses to the UC Graduate Profile and Bicultural Competence and Confidence attribute. Colleagues presented on their course mapping processes and analyses of the bicultural content of current programmes. Colleges are developing content for both existing and future courses in response to this kaupapa and there is an appetite for collaboration and cooperation in responding to this attribute. Kaiārahi are assisting in the mapping of existing content in programmes of study, and gap analysis of offerings against the themes outlined in UC's Bicultural Competence and Confidence Framework. It is expected to be completed by June. The next meeting will be held in July 2016, at which the results of the mapping process will be considered and a plan of action for course delivery for 2017-2020 will be developed.

It is very positive to see attentive responses to the key areas of *Te Rautaki* and the themes of UC's *Framework for BiCC* coming through in course proposals. Colleagues developing course material are encouraged to consult with Kaiārahi early in the process of developing new courses or making course changes.

More content for the 'Māori at UC' webpage is being developed and should be added to the university website soon. The Links page (www.canterbury.ac.nz/vco/avc_Māori/links.shtml) has been improved, with the addition of UC's Bicultural Competence and Confidence Framework Paper, as well as an updated list of Māori names at UC. The list of Māori names includes both more role names, names of service units, names of UC committees, names of buildings and libraries. Another addition to the Links page is the Te Ohu Reo form, for requesting te reo content, including translations. Naming requests, cultural content in English and te reo Māori. The form is located at <http://www.canterbury.ac.nz/vco/forms/tereo-request.shtml>

Attribute 4: Engaged with the community

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

UC, in association with the Student Volunteer Army and the Returned and Services Association is promoting a day of service to coincide with ANZAC day this year. This offers the opportunity for staff and students to engage in a structured programme of community support.

Attribute 5: Globally aware

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

The second 21 Day Challenge, a venture in trans-national social entrepreneurship, has been launched with more than 30 students indicating interest in competing to develop and, if chosen, to deploy an innovation in Niue that will improve a local community.

3. CHALLENGE

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

3.1 Productivity Commission

UC hosted the Productivity Commission on campus on 6 April. Representatives from the Ara Institute of Canterbury (formerly CPIT) and Lincoln joined members of SMT for a two hour discussion followed by a public address by Productivity Commission Chair Dr Murray Sherwin. Dr Sherwin's speech has been included in Section B of these papers. More information on the inquiry can be found on the Productivity Commission web site: <http://www.productivity.govt.nz/news/new-inquiry-new-models-of-tertiary-education>.

The Commission has raised a wide range of issues, many framed in a way to stimulate a response and in many cases reflecting views held in the community about the efficiency and effectiveness of the tertiary sector in providing teaching to the labour force, in responding to changes in society, in adopting new teaching methods and adjusting programmes of study.

The Commission is seeking evidence that the sector is productive, responsive, relevant and making the largest possible contribution to New Zealand's productivity. Around fifty percent of the tertiary

sector measured by Government financial support is accounted for by the eight Universities. The focus of enquiry is definitely on undergraduate teaching and employability.

Universities NZ has prepared a draft submission which is due by 4 May.

3.2 International

3.2.1 International growth strategy (IGS)

The revised IGS strategy has now been endorsed by SMTi. A successful initial IQA workshop has been held with KPMG, which will be conducting the review of country plans.

A framework for International student experience was presented to SMTi and a working group established to develop an improvement strategy.

The Senior Management Team (International) (SMTi) and the Senior Management Team have endorsed a new shorter list of one core and seven International Growth Strategies. These are that UC focuses and targets international recruitment through:

1. Developing programmes with international appeal; 2. Ensuring students have a world-class experience at UC; 3. Ensuring that our fees are competitive; 4. Developing competitive packages for international students; 5. Optimising recruitment channels; 6. Managing the pipeline and conversion of application; 7. Enhancing the UC brand. These strategies will form the main thrust of continuing international recruitment in the next three years.

The 2017 International Fees are recommended for approval at this Council meeting. The proposed fee document has been produced after a detailed analysis of competitors, UC current market positioning, feedback from agents and the IRO country specialists. We are currently considering how best to target scholarships for first year international students and are compiling a report on how Deans' awards have been used to support recruitment.

3.2.2 International partnerships

The main focus for Partnerships this month has been the ongoing work with Uni KL in Malaysia. This project could see up to 30 fully-funded MARA scholarship students attending UC Engineering in Feb 2017.

3.2.3 Study Abroad UCXchange

March and April are the key application periods for the semester two student intake, and the focus of the team has therefore been on processing Study Abroad and Exchange applications for semester two and converting enquiries to application and enrolment. Two key site visits have also been hosted in March, with a group of 14 Study Abroad advisors and staff from a number of US universities spending the day on campus for a familiarisation visit in conjunction with UC's provider partner ISA. Study Abroad staff from the College of Wooster, with whom UC has recently signed a new Study Abroad agreement, also visited campus.

Promotion of outbound exchange opportunities for semester one 2017 is well under way, with the team running weekly seminars throughout the first term and preparing for the annual UC exchange fair on campus in early May.

3.3 International Recruitment (including in-country international students)

3.3.1 Malaysia, Singapore, Indonesia, South Asia and China

The main focus has yet again been on assisting with conversion of work in progress students from these countries.

3.3.2 India

With the Director of IRO's recent visit to India there has been a dedicated focus on assisting in the conversion of applications. Also, the feedback from the investigation work undertaken into the possible undergraduate market in India has indicated potential areas for growth for UC.

3.3.1 China

The Director of IRO spent five days with UCs newest team member based in the Navitas office in Beijing as part of an intense training process. Having this latest resource fully operational is critical to achieving the required growth targets for 2017 and beyond.

As part of this visit, the Director also spent five days visiting high schools and meeting with government officials as part of a Christchurch Educators delegation. This provided key information regarding potential growth in undergraduate and exchanges students.

3.3.2 Domestic Recruitment

A key part of the focus for March has been the engagement with International Directors of the ten core feeder school in the Canterbury region. The purpose of these visits has been primarily to understand the needs of the schools, the students and the directors.

3.3.3 Pre-admission

Pre-admission is not managing to maintain a "cleared inbox" by the end of each week. This is due in part to the sudden increase in applications from the Edwise visit in India. The team are doing their best to manage the workload within the constraints they are currently facing. Additional resources have been recruited to Admissions to help achieve overall processing targets.

3.3.4 Other Key Initiatives

Canteach - Canteach is a provider of students to UC Education. It has agreed to sign an exclusivity contract with UC that will see them supply students only to UC in New Zealand. They provided 30 EFTS to UC for Feb 2016 and are looking to increase this to 40 for Feb 2017.

UCIC - A recent ENZ sponsored joint promotion to European Agents was undertaken in Feb/March. This involved the Recruitment Manager from IRO and Director of Marketing from UCIC.

3.4 Marketing

Marketing is working with the International Relationships Office (IRO) on a student guide that will go to print in April. This student guide outlines the key selling points that constitute the UC international narrative. There are also profiles of our colleges and current international students. Work is under way on organising a series of photos that will illustrate the learning opportunities available in each of our colleges.

The Web Content Management System project team is being supported by the digital team from marketing which has resulted in international pages and post graduate pages being launched. Social media activity continues to be high with an increased emphasis on Twitter and Instagram. A series of UC7 landing pages have been launched which incorporate the new videos that were completed in 2015. Open Day and Information evening pages have been launched.

Work is under way on a series of campaigns that will roll out from April 2016. The UCME brand campaign will utilise online, outdoor, online and radio. The UC GO Canterbury campaign which takes our Auckland specific offer to market has been launched through adshells outside schools. The UC Merit campaign which focuses on our undergraduate scholarship offer will be launched in April utilising outdoor, press, radio and online channels. Work is under way on the undergraduate profile and the seven discipline publications.

3.4.1 Liaison

First round visits to schools have been completed in a number of regions with presentations to Year 12 and Year 13 students.

The Christchurch Tertiary Update day was held in Auckland on 17 March. This is a joint event hosted by UC and Lincoln University. There were close to 40 careers advisor and career practitioners, an increase from last year's attendees.

The Senior Engagement Coordinator met with Early Childhood teaching staff at Hagley Community College. Their teaching staff had expressed an interest in connecting more with UC and the engagement team have facilitated this for the College of Education.

Students from Christchurch Girls' and Pasifika students from Hillmorton were hosted at the home Crusader games in April by staff in the Liaison team. Feedback has been extremely positive with students appreciating the opportunity to connect with someone at UC in a less formal setting, and being more confident in later discussions with UC recruitment staff.

The School Engagement team have been meeting with the retiring College of Science Outreach Coordinator to provide some support while the College recruits a replacement. Assistance has been offered to the College of Education, Health and Human Development regarding the promotion of the 3+1 (Masters in Teaching) within school outreach programmes. Staff from the College of Engineering, College of Business and Law and College of Education, Health and Human Development have developed school engagement packages for delivery in Auckland and Wellington in conjunction with UC Information Evenings and this is being coordinated with schools by Liaison Officers.

The first Future Problem Solving session has been run for the year with speakers from Philosophy, Political Science and Law. This series engages the gifted and talented students from local secondary schools.

3.4.2 Admissions

A total of 607 admission *ad eundem statum* (AES) applications were recorded as received this month. This compares with 323 and 475 AES applications received in March 2014 and 2015 respectively. So far in 2016 admission AES applications received are 56% and 41% higher than at the same stage in 2014 and 2015 respectively. Similar to the previous month, a significant proportion of the applications received (37%) are incomplete and cannot be processed yet.

AES Admission decisions: Number and type made from 1 to 31 March 2016:

	Total	Undergraduate	COP	Postgraduate	PhD/EdD*
Full offer	146	24	39	57	26
Conditional offer	136	47	0	83	6
Declined	94	28	0	64	2
Total	376	99	39	204	34

**Includes 9 non-AES PhD/EdD applications.*

3.4.3 Enrolment

An estimated 3,590 students and visitors were welcomed by Student Services during March 2016. Of these 2,043 have been assisted by our Information Desk (an increase of 55%) and a further 767 have been assisted by the Enrolments Team (an increase of 15%).

A full review of enrolments for 2016 is currently under way with a full report and action plan expected at the end of April.

3.5 Scholarships

The Scholarships Team has successfully completed the issuing of offers for the remaining end of year Postgraduate scholarships. While applications for 40 undergraduate scholarships in Community Force closed, the mid-year round of UC's Doctoral and Master's Scholarships opened for applications. Note that some scholarship offers made in February were to reserve candidates.

Expected highlights for April include processing the range of undergraduate scholarships which closed on 31 March, for sending to selection committees using Community Force software. April will see the completion of the 2016 First Year Scholarships brochure for school students, with the subsequent mail-out to schools at the beginning of May.

3.6 Accommodation

3.6.1 On-Campus Accommodation

We are currently at 98% occupancy in halls and villages with a limited number of rooms remaining available in fully-catered accommodation. Hall tour requests are coming through for 2017 accommodation and content and images for 2017 publications are under way. UC Accommodation Services will be attending regional Information Evenings with Liaison in May/June to further promote 2017 accommodation options. It is planned that, subject to Council approval, a new option for first-year students on Kirkwood Avenue will be available in 2017 for both domestic and international students.

3.6.2 Off-Campus Accommodation

UC has taken over the lease for Campus Apartments located at 23 Creyke Road for a two-year period. This will provide an additional 30 rooms for postgraduate students to assist current demand. Applications can be made online for a minimum stay of 12 weeks. Accommodation is also suitable for research assistants and interns with ensuite as well as shared bathrooms. A very successful welcoming function was held recently for current residents to get to know one another.

Our two Residential Assistants have settled in and are now arranging a similar function for residents in other leased properties.

Managing student expectations and budgets is an ongoing challenge as well as practical issues with internet access and cleaning.

The “[UC Guide to Flatting](#)” is now available online or in hard copy from UC Accommodation Services, Level 4, Matariki.

3.7 Student Success

3.7.1 Academic Skills Careers, internships and employment

We are pleased to report high levels of student engagement across services. So far this year ASC has provided services to 3,125 of the 14,725 students currently enrolled at UC, which amounts to 21% of the student population. The number of students attending one-on-one consultations and on-call sessions in summer rose significantly from 2015 levels. Courses for thesis writers, as well as those addressing plagiarism, essay writing, and critical thinking skills were well attended.

We increased engagement with the Halls of Residence with the addition of academic skills sessions at Waitākiri Village and Campus Living Villages, in addition to existing services to the independent halls of residence. A Learning Advisor visited year one and two distance students in Rotorua, Nelson and New Plymouth.

The number of students attending embedded sessions has increased 43% since last year, with sessions being offered at all levels in a wide range of departments, including MGMT100, LAWS110, ARTH202, MUSA331, ENEL400, ENGL480, SOWK617, and FORE642.

Most striking is the increase in student demand for ASC services in term one. Student bookings increased dramatically during week one and have persisted at unprecedented levels. Relative to the same period in 2015, one-on-one consultations in 2016 are up by 68%, and on-call meetings have increased by 60%.

With ASC working to capacity, we have encouraged students to form pods for small group assistance, which has resulted in an increase of 79% for this service. Distance students in Education requested a remote pod, which we accommodated using Adobe Connect and recorded at their request for use by other students. This kind of group work is not only pedagogically sound, but also demonstrates commendable initiative by the students who are responsible for organising the groups and coordinating with ASC.

3.7.2 Careers

Year-to-date figures show 1,100 students attended 35 Employer Information Sessions, and over 400 students attended our two recent Career Fairs. Employers continue to speak highly of the hospitality and support offered by UC as they engage with students. The new UC Careers and Employment Centre has been busy. So far this year 123 students had 1-1 career consultations, 375 attended an express appointment and over 600 attended Career Education Seminars. 100% of students who attended the seminars and completed evaluations indicated they would recommend the service to other students.

Our focus on improving career education delivery to international students continues. Just before Easter all first year international students (except those on exchange from the USA) were invited to drop by UC Careers for an Easter egg and to learn about how they could be helped in finding jobs and preparing for a career. The intention was to encourage international students to discover our location, learn what services are provided, and to establish rapport with staff.

The workshop was attended by 20 students who demonstrated a good level of engagement. They seemed happy to get targeted help in a relaxed and friendly environment.

3.7.3 Disability Services

As of 23 March we are supporting 312 students. This represents a 12% increase on the same time last year. Our advisors advocate, provide Learning Support Plans and put in place academic supports to assist these students in their chosen field of study. The table below shows a breakdown of the number of registered students with each type of disability.

Primary Disability	Number
Autistic Spectrum Disorder	19
Blind	3
Visually Impaired	12
Deaf	4
Hearing Impaired	5
Medical Condition	60
Mental Health	58
Mobility Impaired	4
Specific Learning Difficulty	138
Temporary Impaired	9

As of 31 March peer notetakers are covering 51% of courses where the service is required. We had 139 applications for peer notetakers, and accepted 49 of these (a 35% acceptance rate). The number of applications from students in law, political science and mathematics were high so we are able to cover all mathematics courses, and all but one course in law and political science. Responses from education students have been lower.

Only 25% of Education courses are covered with peer notetakers so most courses require casual notetakers. Biology and Chemical and Process Engineering only have one out of six courses covered using peer notetakers. Courses where casual notetakers are used are monitored and will be replaced with peer notetakers once a suitable candidate is identified. Using peer notetakers in those courses rather than casual notetakers translates into savings of about \$2,368 per week of active term time. This figure does not include additional administrative costs. The table below shows the approximate cost savings based upon the courses currently covered.

	No. lectures p/wk covered by peer notetakers	Approx. cost p/wk for casual notetaker	Actual cost p/wk for peer notetakers	Savings
1 hour	161	\$2,737.00	\$1,288.00	\$1,449.00
2 hours	34	\$1,156.00	\$272.00	\$884.00
3 hours	1	\$51.00	\$16.00	\$35.00
Total	196	\$3,944.00	\$1,576.00	\$2,368.00

The Alternative Format Centre (AFC) has so far supported 22 students in 18 specialist software training sessions for JAWS screen reader, Inspiration (mind mapping tool), Zoom Text screen magnifier and reader, Dragon Naturally Speaking Speech Recognition Read and Write Gold (learning support software designed for students with specific learning difficulties) and other programmes as required. Staff completed 44 formatting jobs for registered students. This included reformatting text books and lecture material. Three audio transcriptions were undertaken in this period.

3.7.4 Student Development

We are working with the Academic Services Group and the College of Science on a pilot programme for early identification and intervention of first-year students at risk of attrition. We have identified 65 students for this pilot. The intervention programme aims at increasing the level of engagement with their courses and thus retaining them in 2017. We are also working on parallel early interventions for at-risk students identified at both the College of Business and Law and College of Arts.

This month the team is organising a cultural exchange evening where NZ Aid scholars showcase their diverse cultures, play a cultural quiz and share dishes from their homelands over a social, fun-filled evening with food, beverage and live music.

3.7.5 Pacific Development

Enrolments and Retention

Our overall Domestic and New to UC Domestic student numbers (EFTS and Headcount) are up on this time last year. As at 16 March, total Pasifika EFTS are sitting at 356 (3.1% of total UC). The Pacific Development team continues to focus their efforts on supporting students with a particular focus on making contact with our first year and at-risk cohorts.

Engagement

There will be no April Pasifika Graduation event this year, but we have 22 Pasifika graduates in April (including one PhD). We will celebrate with all our Pasifika graduates and their families in December.

3.7.6 Recruitment, outreach and community engagement

On 19 March the team supported the Liaison and Events teams by hosting a UC stall at the Christchurch Polyfest. Eighteen local schools participated in this event which attracted more than 5000 people. The team engaged with hundreds of people throughout the day and at times there was a queue of people waiting to get into the UC tent.

3.7.7 Student Transitions and Engagement

In Bridging Programmes, 101 students are enrolled in UC Pathways and 117 students enrolled in the Certificate in University Preparation (CUP). This is a 10% increase on CUP enrolments for semester one 2015. Our greatest success has been the number of 2015 CUP students enrolled in degree programmes this year, with a 50% increase on the average conversion rate compared to the last three years. This can be attributed primarily to improved student performance within CUP brought about by a student centred attitude, a partnership for delivery with Hagley College, and improved support systems.

Our two pilot award programmes (the Community Award and Go Canterbury) have 84 and 83 students respectively. These programmes were part of the 2015 recruitment drive and offer a tailored student experience package focused on personal development and community engagement. The Emerging Leaders Development Programme (ELDP) has 140 students led by 16 students who completed the programme in 2015. Halls Without Walls has 40 students enrolled. We continue to focus on the international student experience and presented our draft strategy to SMTi in April. A working group will continue further development.

The Co-Curricular Record (CCR) will be heavily promoted to all staff and students during the term break and start of term two. The goal of the promotion is to encourage students to sign up to the 20 or so activities on offer, and to encourage staff to tell students about the benefits of the programme. We are always looking for more activities to add to the programme. If you have interns or students working on a project that could be recorded in the CCR, please contact the team.

3.7.8 UC RecCentre

We now have Underarmour fitness gear (UC RecCentre branded) available for sale. The Centre also has brand new spin bikes and looks forward to new Pump equipment and Yoga mats arriving late April.

As at 31 March 2015 about 5,500 students joined the UC RecCentre. The centre has an additional 528 members, including staff, alumni and community. For March nearly 29,000 visits were recorded through the turnstile. **Small Group Training** had 165 participants across 12 courses for term one. The Centre counted 11,903 visits to the Group Fitness classes for the first quarter; an average of 1,400 per week.

3.7.9 UC Sport

The team is currently providing additional support to Paralympics NZ and Athletics NZ athletes and coaches in the lead up to the Rio Olympics. The first UC Sport teams to attend the Inter-Tertiary sport competitions in April will include teams in Futsal, Rowing and Women's Sevens rugby.

More than 1,000 students participate each week in free social sport programmes. In UC sports leagues, eight teams entered the term one T20 cricket tournament. There will be opportunities for students to enter the ultimate, football and basketball competitions next term. The Inter-Halls competition was attended by up to 200 supporters at each event, including athletics, futsal and ultimate. UC Sport also supported UC Rugby Football Club on a trip to Melbourne which will see a reciprocal tour to UC in 2017 from Melbourne University sports teams.

3.8 Māori Development Team

The proposal to the UC Foundation for funding Māori Recruitment and Outreach was successful and will allow the Māori Recruitment and Outreach Strategy to begin in 2017. A full-time equivalent fixed-term role will support the delivery of this strategy, located in the Māori Development Team.

The Māori Development Team has carried out its term one outwards calling project to contact the Māori student cohort. The project has two aims, firstly to gauge the welfare of first year Māori students and to document the uptake of student services identified as being most useful for Māori students at this time of the university year. The students who answered the calls provided very useful feedback on their UC experience to date, and issues reported by students have been followed up.

Māori postgraduate students are attending the 2016 Te Punenga workshops in strong numbers. These workshops provide writing skills development, practice and development of presenting skills, local speakers and workshops tailored to science and engineering postgraduates. NVivo workshops and other specific activities are included in each year's programme in response to student requests for development. It is great to see Te Punenga going from strength to strength, with numbers of participants increasing year on year.

Please see at appendix four the table of Māori student data for March 2016, from the UC trend analysis report, which shows positive movement in enrolments. The ETFS and headcount tables are included. We are still at over 1,000 headcount after the date to withdraw with full refund.

4. CONCENTRATE

Enhance research and creative work in chosen areas of endeavour; 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 Office of the Assistant Vice-Chancellor Māori

The Kaiārahi are continuing to deliver Tangata Tū, Tangata Ora professional development programmes and the April and June 2016 workshops are fully booked. Colleagues can waitlist for those workshops should places become available. Geological Sciences have requested a targeted Tangata Tū, Tangata Ora session which will be held in June. Also being provided are targeted reo @ UC sessions for the Health Centre (April, focus on developing a mihi) and Psychology (June), in addition to Te reo in the workplace workshops.

Te Ara Pourewa o Ngāi Tahu is now in place on the UC help towers and colleagues might want to take a walk around them at lunchtime to admire the artwork. UC Communications has produced a booklet to accompany Te Ara Pourewa o Ngāi Tahu.

The first 2016 meeting of the Advisory Board to the Office of the Assistant Vice-Chancellor Māori and Ngāi Tahu Research Centre was held in March and was well attended.

Darryn Russell and Liz Brown hosted Arihia Bennett, the CEO of Te Rūnanga o Ngāi Tahu and other senior Ngāi Tahu staff at the Crusaders versus Kings match at Addington Stadium. There was significant positive feedback from the guests about this event and it was a great contribution to continuing the cooperation and collaboration.

4.2 Māori Research

In February Professor Angus Macfarlane launched a new book for Early Childhood Educators and over 80 teachers and principals from the sector attended. Work is in progress to add to the volume by publishing books aimed at the compulsory sector and the tertiary sector. Professor Macfarlane and PVC Professor Gillon attended the launch of the NSC Better Start: E Tipu e Rea at Tamaki in March. Minister Joyce complimented the research leaders on the astute inclusion of Vision Mātauranga into the Challenge. Subsequent to that there have been meetings in Waikato and Wellington to galvanise the cultural content. The Ministry of Education is this month engaging with UC leaders to renew the Huakina Mai project through to 2017. An invitation to write an article to celebrate the 50th anniversary of the NZ Journal of Educational Studies was taken up last year and this has been published.

Nigel Harris, Office of AVC Māori, is working with Research and Innovation to support Māori research since the resignation of Dr Tracy Rohan. A workshop was held at UC on 15 April to understand the connectedness of Te Rautaki Whakawhanake Kaupapa Māori - Strategy for Māori Development, for example to connect and form a working relationship with external stakeholders and the local hapū Te Ngāi Tūāhuriri. Aspects of the UC Graduate Profile (Bicultural Competency and Confidence, and Community Engagement) will also be discussed at the workshop with the following being considered:

Te Kōhaka Tūhaitara Trust (Coastal Park) as a partner and exemplar for staff, researchers and students to relate to components of the UC Graduate Profile that connect with curriculum development, quality programmes, research and professional development.

The workshop outcome is to plan and initiate research collaborations from 2017 onwards, with presenters including Te Ngāi Tūāhuriri, Te Kōhaka Tūhaitara Trust, Ngāi Tahu Research Centre, Academic Services Group, Aotahi School of Māori and Indigenous Studies. Colleagues from Colleges will participate in this workshop.

4.3 DVC Research

I was delighted to announce the appointment of Professor Ian Wright to the role of Deputy Vice-Chancellor (Research & Innovation). Professor Wright will join us at the end of August and Professor Jarg Pettinga will be Acting DVC (Research and Innovation) following the retirement of Professor Weaver at the end of May until Professor Wright's arrival.

There have been several new staff appointments in R&I. These include: an Administrator Commercial, a fixed term Contracts Advisor (parental leave replacement) and a fixed term Reporting Analyst. The PBRF Coordinator, Stuart Broughton, has taken up a new role of Manager, Research Services, in the Library. Two fixed term PBRF Advisors have been employed to support researchers in their PBRF preparations. R&I has one vacancy, for a Research Consultant Māori. The DVCR and AVCM are discussing this role and how best to use this position to support Māori research aspirations. In the meantime, Nigel Harris from the Office of the AVCM is assisting R&I with the Māori consultation process for research applications.

R&I staff are currently managing 333 research contracts, worth a total value of \$112.7m. To date in 2016, 63 contracts worth a total value of \$13.1m have been executed, and 33 contracts worth about \$6m are in the process of being executed.

The 2015 Research Report will be available in May.

Recently, Professor Lindsey Connor was appointed to the position of Associate Dean of Postgraduate Studies. Lindsey joins the team of Professor Jon Harding (Dean of Postgraduate Studies) and Professor Bryce Williamson (Associate Dean of Postgraduate Studies (Scholarships)).

4.4 DVC Academic

The Academic Administration Committee (AAC) has been considering CUAP round one proposals with a number of these to be presented. Particular areas of review for undergraduate qualifications are, fit with the graduate profile and evidence of consultation, and for all proposed qualifications, evidence of demand by students and fit with other qualifications already on offer.

The review of regulations continues with a series of working parties currently reviewing generic regulations. The UCIC/UC Joint Management Committee met and among other matters acknowledged the significant contribution that Professor Peter Cottrell had made to the establishment of UCIC. I would like to acknowledge Peter's efforts in establishing UCIC.

The DVC(A) attended the UNZ Committee on International Policy (CIP). CIP is focused on academic matters that have an external to New Zealand impact. One matter that was discussed was the potential for new PhD collaborations. CIP occasionally overlaps with the Forum for Managers and International Directors at which the Director, International Relations Office represents UC. FMID is more operationally focused.

Other activities have included involvement in the DVC(R&I) recruitment process, oversight of the follow on chemical security audit and ongoing involvement with the NZQA qualifications framework referencing project.

5. CONNECT

Enhanced engagement with business, CRIs, international partner institutions and the local community to increase the relevance of research and teaching, and create experiential learning opportunities

5.1 Communications and Engagement

In the social media space, @UCNZ continues its high ranking, once again coming in this month as the top Twitter account out of all New Zealand Universities. In keeping with last month's report we have close to 100 new followers with numbers now at 3,476.

Plans to further develop Intercom have progressed, with a peer group meeting held and a proposal for going forward presented.

The printed version of the Annual Report is being distributed. Planning for the first Chronicle of the year has started.

5.2 Project Communications

A tour of the Ngāi Tahu Tower Trail, *Te Ara Pourewa o Ngāi Tahu* for all Student Services and Communications (SSAC) staff has been organised for 22 April, led by the Kaiārahi Service Units.

UC Finder App downloads for start-of-year were 532 for Apple and 1,223 for Android. ICTS is preparing a paper on potential future development.

A communications strategy for the UCSA building project has been drafted and circulated for input and feedback. The strategy covers both building project and fundraising campaign communications. A focus group meeting was held to test options for the fundraising campaign strapline.

In relation to the new education building, a new hoarding skin will be produced that includes information about the Executive Development Programmes and the Centre for Entrepreneurship also being located in the building. A communications plan will also be developed outlining further activities.

A communications plan for the Arts Centre has been completed. A media release has been drafted regarding a recent donation and the naming of the museum that will hold the James Logie Collection.

Planning is under way for the next phase of the Think first campaign. The theme will be safety around construction sites on campus. This will coincide with work starting on the UCSA building – the construction site is on a main pedestrian thoroughfare and in a high traffic area.

5.3 Media

UC issued 21 media releases in March, on a variety of topics. 2016 student numbers and QS by subject rankings were the key release for the month, but several others highlighted UC research and teaching capability as normal.

5.4 Stakeholder Relations

The UC Connect lecture series commenced with a lecture on gravitational waves attended by more than 400 people. A subsequent lecture on refugees was also popular. Lectures on the Teina Pora case and productivity were held in April. The series will continue through to October, with dates later in the year filling up fast.

Early in April our regular meeting with neighbours was hosted on the Dovedale campus and attracted about forty attendees. UCSA President James Addington spoke on student events and the UCSA building project. Topics on which UC presented and about which neighbours sought information included the proposal to re-open an enlarged early learning centre at Dovedale and the need to remove a number of trees, the proposal, subject to approvals, to add additional apartment blocks to the Sonada complex, the timing of the departure of Unlimited School and removal of the temporary village from Dovedale, parking on and around campus, the impact of construction activity on neighbours and student behaviour.

5.5 Events

March events:

Christchurch Tertiary Update Day
College of Business & Law Diversity Week
Commerce Careers Fair
Crusaders v Blues (first year student experience)
Crusaders v Kings
Governor General visit to UC. Science & Innovation
Law Recruitment Evening
PDT Jandals 1
SPAC PAC Polyfest
SVA In-schools Volunteer programme. Day 1
SVA In-schools Volunteer programme. Day 2
The 2016 Tower Race
UC Connect: Black holes making waves around the Universe
UC Connect: The global refugee crisis and New Zealand's role. Presented by UC student Abbas Nazari

VC Forum

Women in Leadership breakfast (Auckland)

UC is leveraging its events programme across all communication channels. Please refer to Appendix 3 and the UC Events calendar at Appendix 2.

5.6 Alumni and Development

Philanthropic Income:

March	March YTD
\$239,777	\$1,199,933

Distributions:

March	March YTD
\$310,434	\$690,624

The annual Audit has taken place during March with the outcome and feedback still to be provided. This will be the first audit under the new reporting standards for charities.

In addition to the funds above we also have funds worth just over NZ\$500,000 in our foreign exchange account from our US Charity. An audit of UCQC with College of Engineering Quake Centre confirms this project continues to provide a healthy annual income for the UC Foundation (UCF) and the University which is set to continue with most donors expecting to renew existing contracts as well as R&I Income. In total, this is valued at just over \$7m.

The UCSA New Building Campaign, looking to raise \$5m of donations, has received a \$100,000 donation from the UC Foundation's unrestricted funds.

The UC Foundation (UCF) has received confirmation of a future legacy for the benefit of Astronomy in the College of Science currently valued at \$5m. The UCF has also had notification of a \$300k legacy in support of Mathematics that we had not known about in the donor's lifetime.

We are working with the College of Science to identify if major donors to the college might be recognised in the space/room naming in the new RSIC building. We are also working with College of Business and Law on identifying mentors for this year's 21 Day Pacific Challenge and supporting fundraising.

The Annual Appeal – **Make a difference in 2016** will mail in April. The appeal is asking for support of Pukemanu-Dovedale Centre for Child and Family Psychology, The Rose Centre – Stroke Recovery and Research, Bright Start Scholarships, UC Pasifika Outreach Programmes and UC Sport.

Agreement from the UC Foundation to fund a Maori Outreach Co-ordinator Post and partial funding of a Commerce trip to China for 30 students were also approved in March from unrestricted donations.

5.6.1 Stewardship

Planning for Donor thank you events has been taking place in March – these will be in Auckland, Wellington and Christchurch. Also the first Scholars meet Trustees Tea took place on 5 April.

5.6.2 Alumni

The Alumni team has assisted with the promotion of events for Law and Education with positive feedback on the rise in attendance figures. Alumni eNews has received noteworthy praise and also

the added benefit of donations. CAPE e-newsletter on behalf of the College of Engineering was read by 44% of recipients, a great response rate.

Alumni and Development has signed up to NZ Post's change of address service which will give us new addresses when alumni move.

6. ENABLERS

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

6.1 Staff Matters

6.1.1 Holidays Act

The media continue to publicise various investigations by MBIE's Labour Inspectorate in relation to the Holidays Act. MBIE Policy Advisors visited UC in 2014 as part of their review of the Holidays Act. While here they informally reviewed our compliance with legislation. The payment of annual leave was not seen to be a concern.

The Director of Human Resources advises that UC's payroll systems comply with the Holidays Act when calculating payment for annual leave. As required by the Act, we pay annual leave at a rate that is the greater of the ordinary earnings (e.g. contracted FTE) or the average earnings (e.g. 1/52 of gross earnings).

6.2 Infrastructure

Details of building status are contained in the appendix.

The preferred operator for the Ilam Homestead has declined to submit a proposal and as advised to the UC Club and members at the recent club AGM, it is intended that an independent expert now assist UC and the UC Club. Depreciation, insurance and exterior maintenance of the Ilam Homestead represent a significant cost to UC which can only be partially offset by club membership fees and margins on club member activities. The appeal of an external operator has always been to maximise external revenue while allowing the Club and its members some exclusive use time and space in the building.

UC arranged a geotech report on the area surrounding the Kaikoura Research field station. The draft findings led the University to restrict access to the research building while further matters are addressed and a peer review of the work completed. A copy of the draft report was made available to the relevant local authorities.

6.3 ICT Graduate School

At its meeting in February, Council approved UC taking the lead role in establishing the ICT Graduate School in the South. Documentation with the TEC and collaborating partners Lincoln and Otago Universities and Ara Institute of Canterbury (formerly CPIT) and Otago Polytechnic is being finalised and is expected to be executed in April.

7. Financial Outcomes: (management accounts to 31 March 2016)

March 2016	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	79,467	79,264	203	323,214	328,143	4,929
Total Operating Expenditure	74,786	83,269	8,483	336,871	335,828	1,043
Net Surplus/(Deficit)	4,681	(4,005)	8,686	(13,657)	(7,685)	5,972
Net Surplus/(Deficit) as a % of Total Operating Income	5.9%	(5.1%)		(4.2%)	(2.3%)	
Capital Expenditure	35,261	72,425	37,164	274,635	209,375	65,260
Cash/ Short Term Investments/ Short Term Government Stock	276,602	162,475	114,127	42,081	236,361	194,280
Working Capital	193,884	126,650	67,234	8,296	207,576	199,280

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

Actual Total Operating Income is favourable to budget as at March 2016. A positive variance in tuition fees and interest income has been partially offset by a negative variance in research external income and sundry income, resulting in this overall favourable position. Actual Total Operating Expenditure is favourable to budget. The favourable variance relates to operating expenses, total personnel expenses and depreciation.

We had been budgeting for an operating **deficit** as at the end of March 2016 of \$4.005 million, but have returned an operating **surplus** of \$4.681 million. The difference is thought to be mostly due to budget phasing, with the expectation that actual results will begin to match budget as the year progresses.

Capital expenditure is currently \$37.164 million below budget. \$30.653 million of the expenditure incurred to date is UC Futures related (CETF, RSIC, and NEB) against a year to date budget of \$49.111 million. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by \$18.706 million.

It seems implausible that the full year budgeted Capital Expenditure can now take place so a revised forecast has been included.

7.1 Cash Flow

The March 2016 cash position of \$276.602 million is higher than budget by \$114.127 million due largely to higher than expected balances at 31 December 2015 and failure to meet budgeted capital expenditure expectations. We are holding adequate short term cash reserves to meet expected capital costs for the NEB, CETF and RSIC projects.

Forecast cash flows including the Government's financial support now show no immediate requirement to borrow in the next three years. However, careful husbandry of balances will be required in 2018 and 2019, with capital and operating expenditure needing to be closely managed.

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 \$65 million an independent advisor will be appointed who will advise on the financial risk to the Crown and assist the UC Council in managing financial risk.

There are no specific additional MOE covenants, but the Funding Agreement with the Government sets out certain financial targets to be reported to the Governance Oversight Group (GOG) appointed under the Funding Agreement. As at the end of March 2016, it is too early to identify whether the University is tracking to meet its targets. The University's achievement for 2015 was within the ranges set.

7.2 Working Capital

Working capital¹ of \$193.884 million at 31 March 2016 is \$67.234 million more than budget, mostly due to the additional cash balances as a result of the lower capital expenditure (see above).

7.3 Arts Centre.

The final design for the fit-out has been agreed and approved by the Arts Centre. Agreement is now being sought from Christchurch Council's heritage officers prior to lodging the resource and building consents. A redesign of the public spaces was required to provide adequate climate control for the Logie Collection. The requirement for redesign has created a two month programme delay and code of compliance is now expected late in 2016.

8. COLLEGE SUMMARIES

8.1 College of Arts (Te Rāngai Toi Tangata)

We have recently announced the results of this year's Arts Research Challenge awards, which support collaborative research in and beyond the College. The diverse range of topics includes: *Asexual Identity and Experience in Aotearoa New Zealand; Chinese-Vietnamese Temple and Surname Associations, their Communities, and their Local and Global Networks; Exploring Māori Publishing History through the Kōmako Bibliographic Database; Governance in the Antarctic in an Era of Geopolitical Change; History Making a Difference: New Approaches; Language Variation and Change: from Isolated Variables to Variable Systems; and Te Ao Hurihuri: Disruption, Innovation and Transformation – Catalysing Transformational Change in Te Waipounamu.*

We are delighted to welcome a number of new arrivals or appointments into the College into continuing academic positions this year. These include Wan Chi Leung in Media and Communication, Vanessa Canete Jurado and Antonio Viselli in Global, Cultural and Language Studies, Steve Carr in Fine Arts (Film), Cindy Zeither in Social Work, and Mark Menzies as Head of the Performance programme in Music.

The pan-University Global Hub hosted by the College has now been established, and we are in the process of appointing its advisory boards to advise on implementing the global awareness attribute of the graduate profile, and help promote and coordinate student experience with an international dimension across UC.

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

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

2016 College Diversity Week: Inspired by the local success of last year's UC Diversity Week, the College's Equity and Diversity Committee mounted a 2016 College Diversity week (11-18 March). Highlights included *A Taste of France* (co-sponsored by Alliance Française), a *Power Up BBQ* for students featuring a range of international cuisine, and a fascinating panel discussion led by Law Faculty colleagues about '*Women behind the Law*' – lawyers and criminals alike. The week culminated in a UC-wide Postgraduate Equity and Diversity Research Symposium, co-sponsored by School of Business and Economics' Research Committee.

Research Funding: Law colleagues Professor Robin Palmer and Dr Debbie Wilson have been awarded \$27,734 from the New Zealand Law Foundation for a project entitled *The Brain Does Not Lie: Use of Forensic Brain Scan Analysis and Neuroscience in Criminal and Civil Investigations*. The Surrogacy Research Team (led by Dr Debra Wilson, including Natalie Baird, Dr Rhonda Powell, and John Caldwell) has also been awarded \$54,000 from the New Zealand Law Foundation to fund a PhD student to support this project.

Meanwhile, Associate Professor Annick Masselot, (ACIS Dept), has been awarded £10,000 (sterling) by the UK Economics and Social Science Research Council (ESRC) to investigate the gendered impact of a UK exit from the European Union (Brexit).

2016 UC 21 Day International Challenge: The 2016 UC 21 Day International Challenge, co-hosted by the UC Centre for Entrepreneurship and the College is under way. This year's Challenge will involve six teams of five students, paired with industry mentors, to come up with a solution to a specific problem or challenge in a Pacific community. The winning team will be flown to the disclosed location to implement their idea (all expenses paid) later this year. The Challenge is open to students from any discipline. The closing date for applications is 22 April. Further details can be found at <http://www.uce.canterbury.ac.nz/21-day-challenge/index.shtml>

8.3 College of Engineering (Te Rāngai Pūkaha)

Staff in the College are awaiting the opening or re-opening of buildings, and are also planning for significant increases in the first Professional year in 2017, based upon the very large first year in 2016. This is not without challenges, as planned and newly built laboratory space will need to be scheduled for a mix of undergraduate teaching and research work in innovative ways to cope with larger numbers whilst retaining the full undergraduate "hands-on" experience.

I would like to advise that the PVC of Engineering Professor Jan Evans-Freeman has been re-elected by a significant margin to the Board of IPENZ.

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

The MTghLn programme is part of a Ministry of Education (MOE) initiative intended to examine new models of initial teacher preparation at the post-graduate level. UC is in our second year of delivering the MTchgLn and was selected by Martin Jenkins Consultants, the MOE's external evaluators of the initiative, for an additional in-depth visit this year. Our selection was based on the Ministry's perception that the MTchgLn has a range of innovations that were valuable to understand more fully.

The purpose of the in-depth visit is to build a comprehensive understanding of our programme in order to identify the links between our innovative practices and quality teacher preparation. This will provide Martin Jenkins with rich information and illustrative examples to inform their analysis and reporting back to the MOE regarding the postgraduate initial teacher preparation initiative.

The College is launching the Human Synergistics Organisational Culture Inventory tools this month. Background to the initiative was provided at a College morning tea, initial meetings have been held with College leaders, and the survey process is now under way.

Dr David Small, School of Educational Studies and Leadership, has recently been appointed as Associate Academic Dean to support Dr Julie Mackey. Two new senior academic appointments have been made recently and the College looks forward to welcoming Prof Nick Draper returning from UK to UC, as Professor in Sport Science; and Dr Thomas Harding, currently Director of Nursing at EIT, who has been recruited to lead the postgraduate entry nursing programme.

8.5 College of Science (Te Rāngai Pūtaiao)

Two new Heads of Department have taken up their roles this month. Dr Catherine Reid has started as Head of Department of Geological Sciences, and brings to the role several years of experience as Deputy HoD, and as Acting HoD for significant periods. Associate Professor Peyman Zawar-Reza has started as Head of Department of Geography, and brings to the role a diverse scientific background and a range of experience, including outside academia. These two HoDs have been charged with working closely together on three areas of mutual interest – hazards, risk and resilience; geospatial science; and earth surface processes – in the context of a vision for the development of a merged school.

In research leadership positions, Professor Ant Poole of Biological sciences has been appointed as the new director of the Bio Molecular Interactions Centre and Professor Simon Kingham of Geography has been appointed as the founding Director of the Geospatial Research Institute Toi Hangarau which is to be launched by the Minister of Land Information on 26 April.

9. Conclusion

The themes of Recovery, Growth and Transformation are shaping the year as was expected. UC continues to make significant progress on many fronts operating with disruptions in the built environment, unplanned delays in accessing facilities, the pressures of growth in some areas, constrained resources everywhere and making the most of opportunities as they emerge. While our vulnerability and risk is declining and optimism about our chosen recovery programme is building, no one is in any doubt about the ongoing work we are required to do in order to work smarter to teach nearly 2,000 more students with virtually the same staffing level by 2019.

April is always a time to reflect and celebrate our purpose as we graduate thousands of students who have mastered their chosen discipline taught and supported by our staff, all of you. On their behalf, let me express their gratitude – thank you all.

I will be in the US and UK (with five days of holiday) from 28 April to 15 May 2016. DVC (Research) Professor Weaver will be Acting VC during my absence except for the 14 and 15 May when he will be on leave and DVC (Academic) Dr Cochrane will be Acting VC.

9.1 Appendix 1: Building Update

Building Update

Overall

RSIC has reached a significant milestone as in accordance with its Master Program with the first façade panels being attached to the building. Steel erection continues and will now need to maintain a pace that enables the smooth continuance for the next few months whilst both wings begin to be fully enclosed. The SEL project is now complete with the final Christchurch City Council inspection undertaken in the first week of April allowing UC to accept Practical Completion a week before the Minister of Tertiary Education, Hon. Steven Joyce, attended the Official Opening of the building. The completion of the ECE wing in the CETF Project also approaches Practical Completion but the remainder of the project continues to suffer from ongoing program changes by Hawkins in spite of the ongoing micro management efforts of the UC Project Team.

NEB Project Detailed Design and phase two Structural Design were completed on 11 March in accordance with the Approved Procurement Program and documents have been issued for the fit-out tender. The NEB still continues with low levels of activity on site with 75% of the shop drawings for structural steel now completed and issued to the contractors.

Campus Construction Safety Group

The Campus Construction Safety Group continues a productive relationship with the Main Contractor 'Round Table Group' sharing issues of concern particularly with traffic.

A number of improvement initiatives were presented by both Hawkins and Fletchers at the last 'Round Table' meeting in March which will be adopted during the next three months by both major contractors collectively and these initiatives and outcomes will be reported back to the Campus Safety Group.

Projects in planning stage this month:

The Capital Works team has finalised the review of 2016 projects and a program of scheduled Business Cases to be provided for the necessary approval processes has now been established.

The team will also begin to prepare for an industry briefing to inform the market of timings for new projects.

Current Building Status

Key Progress this month:

Major work

Regional Science and Innovation Centre (RSIC)

Structural steelwork erection from level four to six on the west wing of the building is completed, with concrete to flooring and roof level due for completion during April. Structural works to the east wing is paused as the main focus of activity has been on the critical path activities and ensuring façade installation is not delayed. A quantity of glazing panels for the façade are now installed to the east elevation with daily deliveries scheduled over the coming months.

Considerable activity continues with the installation of mechanical and electrical services to levels one to four of the west wing building, and levels one to three on the east wing. Internal walls and partitions are progressing on the west wing.

Precast concrete sections for the back of house areas have started with the remaining panels due to be installed throughout March.

Rescheduling of activities has ensured the programme is maintained with no reported change to the completion date of 10 April 2017.

In March the Project Control Group (PCG) approved the procurement strategy for the stage two von Haast replacements, and also endorsed the revised plans for stage two with a reduction in area of circa 550m². The cost plan shows an over budget of less than 1% \$480k based on a timber framed building. A report concerning the short list of options for the von Haast replacement is to be presented at the April PCG. The business case must be approved by Council and joint Ministers before a tender can be accepted. A tender price is required to complete the Business Case.

Canterbury Engineering the Future (CETF)

The main challenge for the project team at present continues to be the delivery of all buildings to programme and achieving a final project completion of February 2017. The Hawkins programme is currently being reviewed, however, it should be noted that this differs to the 15 February 2017 date currently being reported to the Government Oversight Group (GOG). The programme issues are being exacerbated by the fact that approval for the Mechanical Wing building consent has not been received. Nevertheless, the PCG is of the view that any delay in final completion of the project by Hawkins is unacceptable and Hawkins forecast changes to completion dates have not been approved.

In addition to the programme challenge the project faces a certain amount of cost pressure and the project team have advised a best case/worst case range of \$5m to \$10m additional contingency could be required. The range has been provided as gaining alignment between UC and Hawkins over a number of contract administration issues is proving to be very difficult.

The University strategy of engaging with Hawkins collaboratively at all levels is ongoing and includes: the Collaborative Management Team (CMT) at project level; an executive management meeting and a project Health Check workshop that encompassed all levels. The Health Check workshop resulted in the creation of four work streams to address the key issues identified, these are: Contract Administration, Programme, Design and Procurement.

The work streams are reporting to the CMT and updates included in the PCG report. Further health checks are being organised to provide a forum to raise any new issues and ensure progress is maintained on the existing work streams.

Tranche one buildings are the: Electrical and Computer Engineering (ECE) wing, the Chemical and Process Engineering (CAPE) wing and the Core building (Core). Progress on site to ECE includes the removal of scaffold, works to complete the external envelope, final fix of services, finishes and commissioning. The main activities required to complete CAPE are the installation of wall linings and services. Works to the superstructure of the Core are ongoing, walls have been formed and the installation of services will shortly commence.

Tranche two buildings are the Civil and Natural Resources Engineering (CNRE) wing and the Mechanical Engineering (Mech) wing. Progress on site to CNRE includes the demolition and removal of paint from structural steel. The main activities to Mechanical Engineering are asbestos removal and demolition.

The opening ceremony for the new Structural Engineering Laboratory took place on 15 April. The project has been delivered within budget.

Electrical Link

Fit-out continues to proceed at the programmed rate with phased occupation planned at different times during the twelve months between April 2016 and April 2017. A fully-costed review of external recladding options resulting from the extensive damage to the external timber structure was presented at the March FPRC and Council meetings for review and consideration, with Council approving the proposal to undertake structural repairs and recladding of the building façade at a cost of \$5.5 million..

Relocation of the College of Education Health and Human Development – New Education Building (ex-Commerce)

Currently the estimated project cost is forecast to be over budget. The delivery date remains at 30 June 2017. The team and all three client end user groups have made every effort to bring the project back to budget during the design phase. Detailed design and phase two structural design were completed on 11 March and documents have been issued for the fit-out tender in accordance with the approved procurement plan.

The shop drawing process for the structural works is proceeding well with 75% of the drawings now issued to the contractor. On site Hawkins continues with site preparation works by removing the required areas of the basement topping slab to enable forming and construction of the mega columns. On upper levels the hollow core topping slabs are being broken out around larger cracking to enable new reinforcement to be installed.

RHS secondary steel for hollow core slabs is now being installed. Structural steel frames are being fabricated off-site with delivery of frames commencing in mid-April.

A further update on execution of the procurement strategy, budget status and development of the Implementation Business Case (IBC) was provided to the UC Futures Programme Board in April.

The Implementation Business Case for stage two (fit-out) is being prepared for submission to the May PCG, FPRC and Council meetings. An Independent QA report will be prepared by Deloitte in parallel with the Implementation Business Case.

Other Buildings/ Projects

UCSA

Preparation for the relocation of the Ilam Early Learning Centre to Dovedale continues. It is anticipated that the new facility will be operating by the start of semester two. This relocation occurs prior to demolition of the existing UCSA building. The demolition and asbestos removal tender documents are being compiled for issue with demolition planned to take place after exams, with an anticipated start on site of 1 August.

Additional design workshops, with focused user input, to ensure the brief for UCSA fully meets their requirements are under way with the first round now completed. Developed design is now programmed to be completed by the end of May (subject to approval of the Preliminary Design and cost estimate at the April PCG meeting) and detailed design by early September.

The PCG in consultation with UCSA has agreed to delay the opening of the building until June 2018 to ensure that the design addresses the future functionality requirements of the mix of spaces within the building.

Arts Centre

Resource Consent has now been submitted and Building Consent will follow shortly. The Arts Centre's Contractor is pricing the UC fit-out package and the price, along with an updated programme, is due during April, however the planned completion remains at risk until all consents are approved. The Arts Centre Trust recently highlighted the potential for delay costs due to the late instruction of the fit-out and discussions are continuing with regard to this matter.

Residential (Student) Accommodation

The PCG providing oversight of the student accommodation projects for UC has established a number of work streams. These are:

- Demand and supply of beds
- Postgraduate apartments
- Undergraduate halls of residence
- St Nicholas/Kirkwood Hall and flats
- Head leases and standalone houses
- Existing UC temporary sites
- New temporary beds

1. Demand and supply of beds

Now final enrolment numbers for semester 1 are available a new update to the demand forecast will be commissioned, which supports the requirements for a postgraduate development opening for 2018. Depending on the impact of Campus Living Villages (CLV) renovation plans, the undergraduate hall may be able to be delayed until a 2019 opening.

2. Postgraduate apartments at Dovedale (Sonoda extension)

Agreement has been reached with CLV to allow design to continue in parallel with the negotiations, with UC appointing professional advisors and planning to notate these agreements to CLV once an agreement is reached. Preliminary design has reached completion and is currently being reviewed against budget before approval to proceed to developed design is sought.

3. Undergraduate Hall of Residence

The PCG meeting in April will reconsider the timing of progressing design of the Homestead Lane development in light of the updated demand forecast.

4. St Nicholas Hall (Kirkwood Avenue Halls)

Considerable effort is being made by UC to prepare the necessary information to inform a business case for presentation to Council in June. This includes the Student Accommodation Office providing the first draft of a brief for an undergraduate self-catering hall in this accommodation. Initial indications are that the original estimated budget for the redevelopment is too low and that the total project cost, including the cost incurred to gain resource consent, will exceed \$1.5m to bring on line about 80 beds in a leased facility.

The PCG will however review the proposed scope of works, program and budget for the refurbishment before a business case is formalised for consideration by the UC Council.

5. Head leases and standalone houses

Little progress has been made in this specific work stream over the past month with the exception of a review of existing houses and identifying some poor performing assets with potential for refurbishment and repurposing for Student Accommodation. This report was considered at the April PCG meeting.

6. Existing UC Temporary Sites

In recognition of the site clearance date requirements and lease expiry dates for Waimairi Village and Waitakere Village respectively, planning for packing down the villages remains at its initiation stage.

9.2 Appendix 2: Upcoming Events

Date	Time	Venue	Event name	Primary purpose
2-May	-	-	SCHOOL TERM 2 BEGINS	-
2-May	-	-	UC TERM BEGINS	-
Wednesday 4 May	12pm - 1.30pm	TBC	In-Schools training sessions with the Tactix	Engage
Thursday 5 May	5pm - 8pm	John Britten Building	21 Day Challenge Launch	Retain
Friday 6 May	7.35pm	AMI Stadium, Christchurch	Crusaders v Reds	Engage
Monday 9 May	6pm	Horncastle Arena, Christchurch	Tactix v Melbourne Vixens	Engage
Wednesday 11 May	10am - 3.30pm	Undercroft Common Area / 101	Engineering and Science Careers Fair	Retain
12, 13, 14 May	9am - 3pm & 5pm - 7pm. 9am - 3pm. 9am - 3pm	Horncastle Arena	Careers Expo (Christchurch)	Recruit
Thursday 12 May	11am - 2pm	Addington Events Centre	CECC Business Expo	Engage
Thursday 12 May	6pm	C2	UC Connect: The state of the economy and the effects on Christchurch. Presented by Cameron Bagrie, ANZ Chief Economist	Engage
Friday 13 May	7.35pm	Dunedin	Highlanders v Crusaders	Engage
Saturday 14 May	All day	TBC	SVA In-schools Volunteer programme. Day 3 (Connecting the Community)	Engage
Sunday 15 May	4pm	TBC	BOP Magic v Tactix	Engage
Monday 16 May	6pm	A1	UC Connect: Curiosity on Mars - The Adventures of a Planetary Rover. Presented by Dr Jen Blank, NASA Mars scientist	Engage
Tuesday 17 May	6pm - 8pm	Claudlands Event Centre	UC Info Evening (Waikato)	Recruit
Tuesday 17 May	7pm - 8pm	C2	UC Connect: What parts of earthquakes can we predict? Presented by Prof Brendon Bradley	Engage
Wednesday 18 May	12pm - 1.30pm	TBC	In-Schools training sessions with the Tactix	Engage
Wednesday 18 May	9am - 12pm	Undercroft 101	SVA In-schools Volunteer programme. Day 4	Engage
Wednesday 18 May	5pm - 8pm	Undercroft Common Area	Jandals 2	Retain
Wednesday 18 May	6.30pm - 8.30pm	ASB Showgrounds, Auckland	UC Info Evening (Auckland)	Recruit
Thursday 19 May	12pm - 1pm & 3pm - 4pm	TBC	In-Schools training sessions with the Crusaders	Engage
Thursday 19 May	6pm - 8pm	ASB Baypark, Mt Maunganui	UC Info Evening (Bay of Plenty)	Recruit
Friday 20 May	7.35pm	AMI Stadium, Christchurch	Crusaders v Waratahs (Activation at game)	Engage
Sunday 22	4pm	Horncastle Arena,	Tactix v NSW Swifts (Activation at game)	Engage

May		Christchurch		
Monday 23 May	2pm - 3pm	Undercroft 101	VC Forum	Engage
Tuesday 24 May	1pm - 2pm	Undercroft 101	VC Forum	Engage
Wednesday 25 May	9am - 12pm	Undercroft 101	SVA In-schools Volunteer programme Year 10. Day 1	Engage
Wednesday 25 May	6pm - 8pm	Quality Hotel Plymouth International, New Plymouth	UC Info Evening (Taranaki)	Recruit
Thursday 26 May	6pm - 8pm	Westpac Stadium - Function Centre	UC Info Evening (Wellington)	Recruit
Saturday 28 May	7.35pm	Eden Park, Auckland	Blues v Crusaders	Engage
Monday 30 May	5pm - 8pm	John Britten Building	21 Day Challenge Finals	Retain
Tuesday 31 May	11.30am - 1pm	TBC	In-Schools training sessions with the Tactix	Engage
Tuesday 31 May	6.30pm - 8.30pm	Ilam campus, UC	UC Info Evening (Christchurch)	Recruit
Wednesday 1 June	9am - 1pm	TBC	SVA In-schools Volunteer programme. Day 2	Engage
Wednesday 1 June	6pm - 8pm	ILT Stadium Southland, Invercargill	UC Info Evening (Southland)	Recruit
3-Jun	-	-	UC TERM ENDS	-
Sunday 5 June	4pm	Horncastle Arena, Christchurch	Tactix v Southern Steel (Activation at game)	Engage
6-Jun	-	-	QUEEN'S BIRTHDAY	-
7 JUN - 25 JUN	-	-	UC EXAMS	-
Tuesday 7 June	6pm - 8pm	Rutherford Hotel, Nelson	UC Info Evening (Nelson)	Recruit
Wednesday 8 June	6pm - 8pm	MTG Hawkes Bay	UC Info Evening (Hawkes Bay)	Recruit
12, 13 June	10am - 3pm. 9am - 3pm	Claudlands Event Centre	Careers Expo (Hamilton)	Recruit
Monday 13 June	6pm - 7pm	Undercroft 101	Community Meeting	Engage
Monday 13 June	7.30pm	Hamilton	WOP Magic v Tactix	Engage
Wednesday 15 June	12pm - 1.30pm	TBC	In-Schools training sessions with the Tactix	Engage
Wednesday 15 June	6pm - 8pm	Wakatipu High School	UC Info Evening (Central Otago)	Recruit
17, 18 June	10am - 3pm. 10am - 3pm	TSB Arena, Queens Wharf	Careers Expo (Wellington)	Recruit
Monday 20 June	7pm	Horncastle Arena, Christchurch	Tactix v Central Pulse	Engage
23 & 24 June	10.30am Thursday - 4pm Friday	Council Chamber / Undercroft 101 / City Centre	UC Update Day	Recruit

9.3 Appendix 3: VC Activities

Past	
31 March 2016	<ul style="list-style-type: none"> • Attended a Human Synergistics Culture session • Attended a dinner with the Bishop Julius Hall, Halls of Residence
01 April 2016	<ul style="list-style-type: none"> • Held interviews with the shortlisted candidates for the vacant DVCR role
04 April 2016	<ul style="list-style-type: none"> • Hosted a Dinner for Local CEO's
06 April 2016	<ul style="list-style-type: none"> • Attended the Productivity Commission Closed Forum and Lecture
07 April 2016	<ul style="list-style-type: none"> • Attended a Human Synergistics Culture session • Attended the Canterbury Recovery Learning and Legacy Sponsors group meeting • Attended dinner with Rod Cameron, Value Manager of SCIRT
08 April 2016	<ul style="list-style-type: none"> • Attended the Labour Party Breakfast Forum hosted by Andrew Little • Was interviewed by News Talk ZB • Attended a dinner at the University Hall, Halls of Residence
11 April 2016	<ul style="list-style-type: none"> • Hosted a Community Meeting for local residents
13 April 2016	<ul style="list-style-type: none"> • Attended the CDC Singularity University Event
14 April 2016	<ul style="list-style-type: none"> • Attended the New Zealand Vice-Chancellors Committee in Wellington • Attended the Universities New Zealand Dinner
15 April 2016	<ul style="list-style-type: none"> • Hosted the Education Minister Steven Joyce on Campus • Attended the SEL opening and QuakeCoRE Launch
16 April 2016	<ul style="list-style-type: none"> • Met with Nina Hood, a researcher from Auckland University • Spoke at the ACG Group of Schools PD day in Auckland
19 April 2016	<ul style="list-style-type: none"> • Attended UC Graduation
20 April 2016	<ul style="list-style-type: none"> • Attended the Celebration for Maori Graduates • Attended the Pells Sullivan Meynick agreement signing ceremony • Attended the Graduation Dinner
21 April 2016	<ul style="list-style-type: none"> • Attended UC Graduation • Attended the UCSA Graduation Ball
22 April 2016	<ul style="list-style-type: none"> • Attended the International Students Celebration Breakfast • Hosted a VC's welcome for new staff
25 April 2016	<ul style="list-style-type: none"> • Attended the UCSA ANZAC memorial • Attended the SVA Legacy Project
26 April 2016	<ul style="list-style-type: none"> • Attended the Geospatial Research Institute Launch • Attended dinner with Peter Woodgate, Colin McDonald and Richard Gordon

Future	
28 April 2016	<ul style="list-style-type: none"> • Travelling to New York and the UK for Alumni and recruitment events
18 May 2016	<ul style="list-style-type: none"> • Attending the Entre Grand Formal Launch • Attending the Canterbury Recovery Learning and Legacy Sponsors group
23 May 2016	<ul style="list-style-type: none"> • Hosted a Vice-Chancellor's Forum • Attended the first Governance Oversight Group Meeting for 2016
24 May 2016	<ul style="list-style-type: none"> • Hosted a Vice-Chancellor's Forum • Attending a dinner with Mark Nicholls from Trimble Navigation

9.4 Appendix 4: Maori student data for March 2016

EFTS	Domestic												
	MARCH												
	2012	2013	2014	2015	2016	EFTS change from last year				% Change from last year			
						2013	2014	2015	2016	2013	2014	2015	2016
Academic College (course based teaching splits)													
College of Arts	189.1	183.6	177.3	183.1	213.9	(5.5)	(6.3)	5.8	30.8	(2.9%)	(3.5%)	3.3%	16.8%
College of Business and Law	136.6	129.2	114.8	134.0	156.9	(7.4)	(14.4)	19.2	22.8	(5.4%)	(11.1%)	16.8%	17.0%
College of Education, Health and Human Development less Ed Plus	225.5	210.6	214.0	222.7	185.7	(14.9)	3.4	8.8	(37.0)	(6.6%)	1.6%	4.1%	(16.6%)
College of Engineering	98.0	97.5	116.7	134.1	175.9	(0.5)	19.1	17.5	41.7	(0.5%)	19.6%	15.0%	31.1%
College of Science	124.2	126.4	138.1	137.9	145.4	2.1	11.7	(0.1)	7.4	1.7%	9.2%	(0.1%)	5.4%
Service Units	12.2	6.0	9.3	8.1	12.4	(6.2)	3.3	(1.3)	4.4	(51.0%)	55.9%	(13.4%)	54.0%
Total	785.7	753.3	770.1	820.0	890.1	(32.4)	16.8	49.9	70.1	(4.1%)	2.2%	6.5%	8.5%