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UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

VICE-CHANCELLOR'S REPORT TO UNIVERSITY OF CANTERBURY COUNCIL AUGUST 2016

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1. INTRODUCTION

UC is looking to capitalise on a spectacular Open Day result in July, where attendances of more than 4,700 were more than twice the previous record of 2,050 in 2014. The challenge as always will be converting this interest into enrolments. The Open Day result certainly places an emphasis on the final push on recruitment for 2017 that will take place between now and the end of the year, and into next.

Signs are encouraging also, with a modest increase in Semester Two enrolments, and increasing levels of student interest from overseas. UC maintains strong interest at post-graduate level, with more than 1,000 Ph.D students enrolled for the fourth consecutive year. While UC's capital works building programme continues to make progress, albeit with some delays, other encouraging signs come with academic recruitment being necessary to meet student uptake of some programmes. Prudence and careful management is still required, though taken as a whole, these are the things we need to see and provide confidence in the decisions we have made so far.

2. STRATEGIC MATTERS

2.1 UC Futures

The University of Canterbury has now firmly moved from its earthquake recovery phase into a growth phase, with strong 2016 enrolments. This means that in areas with strong growth, UC is now starting to recruit academic staff to meet that growing demand. Strong interest from New Zealand school careers advisors and a record-breaking open day support the view that domestic enrolment growth will continue. Our annual survey of student intentions for domestic year 13 students planning on going to University in New Zealand in 2017 will be conducted in September and will offer the first real evidence to support 2017 expectations.

2.2 Regional Science and Innovation Centre (RSIC)

As the new Rutherford Science and Innovation Centre (RSIC) takes shape in the centre of the Ilam Campus, the College of Science continues preparation to occupy the building in mid-2017. The contractor, Fletcher Construction, is preparing 'prototype' rooms within the building. These rooms are built early as a demonstration to sub-contractors working on the site to show the way finishes and other fit-out elements should be done. They will also provide the College with an early look at the rooms before the building is completed. This building features the idea of 'research on display' with windows from corridors into research labs for those walking by to see what is being done inside. This is part of the building philosophy of encouraging interdisciplinary collaboration and co-production.

The designs for the replacement for the Von Haast Building will reach the detailed design stage in late August. This will be the basis for inviting four shortlisted construction companies to tender to construct the building. The tender price will be used to complete the Implementation Business Case for Council and Ministerial endorsement before construction contracts are let.

2.3 Canterbury Engineering the Future (CETF)

The Electrical and Computer Engineering wing of the new building is being used and 'snagging' issues are being addressed at the same time. This is the second building in the CETF project to be completed, the first being the Structural Engineering Laboratory. The Programme is working to learn from the commissioning of this wing for other commissioning work as new wings become available. Most recent updates are for handover of CAPE by the end of September and the Core/Student hub by mid-November.

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

Steady progress is being made in Stage One strengthening and façade components of the building, now named Rehua, although both components have been subjected to unexpected supply chain delays for materials manufacture. Focus is currently on design detailing and maintaining programme for the early stages of subcontractor and supply commencement.

Draft transition and Change Management Plan development is continuing with staff involvement. Significant reorganisation of the Central Library is a consequence of the shift and is being integrated into the planning. An IQA has identified that a transition plan is also required for the College of Business and Law's EDP and UCE units, which will occupy the two upper floors of the building.

2.5 International Growth

Sixty-four full-fee new to UC students have applied to participate in the Fluent IQ trial English Development Programme; the trial of which began on 5 August.

The uncovering of fraudulent documents (particularly financial) from students from India has been headline news in New Zealand, and is a potential threat to the University sector. UC has become active in pushing Universities New Zealand and Education New Zealand to create changes with the New Zealand Qualifications Authority (NZQA) and Immigration New Zealand (INZ) around certain providers. A review has shown that more than 50% of UC's current agents in India have an 80% or better visa acceptance rate; no agent used by UC was less than 60%. UC has accepted Indian students from 31 different agents in recent years but is focusing its relationship on fewer agents in the future.

2.6 Graduate Profile

2.6.1 Graduate Attributes

The PCG met this month to provide feedback on the draft Graduate Profile reporting template. This draft was reviewed at AAC and the August UC Futures Programme Board. Further development in consultation with Deans is under way.

The PCG also continued discussion on the setting of minimum expectations for the quantum of each attribute. There has been a preliminary discussion about this at AAC; a more substantive discussion has been scheduled to focus on the modelling of minimum standards for the Bicultural Competence and Confidence (BICC) attribute.

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.

The usual cycle of programme reviews continues with the MBA review under way in August. We await the formal feedback on the pre-application investigations of AACSB accreditation for the School of Business and plan to investigate international accreditation for our BEng(Hons) in Electrical Engineering.

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.

In response to an Official Information Act request it was necessary to assess the number of enrolled students involved in internships, placements and with work experience requirements. The estimated number is around 3,400 students but the data is hard to gather and relatively unreliable as there is no systematic way of identifying these students. Further work will be done to enhance and simplify data gathering but also to ensure visibility to the many different conditions which apply to internships.

Attribute 3: Bi culturally Competent and Confident

The next meeting on the BICC attribute, which involves PVCs, Deans and Office of AVC Maori will take place in September, at which we are looking forward to discussing the results of completed mapping; the analysis of gaps and opportunities for development. We note that there is a great deal of detailed mahi (work) being carried out by colleagues in support of the BICC graduate attribute. This work is of great importance in providing a picture of our current curricula which is both in-depth and thorough. It provides a strong foundation for development. We acknowledge that this sort of fundamental change in how UC operates is hard work and can be uncomfortable. We are seeing colleagues rising to the challenge of envisioning the future and acting to make progress with this important mahi.

Many CUAP proposals have been received for commentary and feedback. We are encouraging colleagues to engage early and frequently with the Kaiārahi about their course proposals. The number of proposals being provided for commentary is exciting. The Kaiārahi have been supporting colleagues in finding the touch points for the kaupapa within proposals and assisting in wording to describe the desired outcomes. Many colleagues across the colleges are contacting the Kaiārahi for advice – this is very welcome, and is leading to some excellent results.

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.

As one sign of community engagement, it is pleasing to note the 38% turnout for the most recent UCSA elections. This record participation level reflects well on our University community and its student leaders.

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.

On 20 July the International Relationships Office (IRO) held an information session for students interested in the Global Awareness Summer Programme. Applications for this programme closed on 31 July. The programme will see ten UC students spend three weeks at Peking University in Beijing taking classes on Chinese language and culture and field trips.

Study Abroad UCXchange

A key focus for July has been the welcome and enrolment of Semester Two Study Abroad and Exchange students, with all students now enrolled and course changes finalised. The team is also preparing to host a familiarisation visit from academic and Study Abroad staff from the University of Wisconsin Stevens Point in early August. Planning is well under way for the Fall recruitment season in the US in September.

The 2017 Study Abroad prospectus has gone to print and will be distributed to all Study Abroad channels in the next few weeks. A new Study Abroad agreement has been signed with Kempten University of Applied Science in Germany, and agreements with a number of US universities are in process.

On the exchange side, interviews have been completed for students applying for outbound exchanges for Semester One 2017.

Enabling and encouraging our students to go on exchange for a full semester continues to be a challenge. In New Zealand and increasingly in the USA the trend is to embed shorter periods abroad into courses, often run as field trips during recess or summer breaks.

3. CHALLENGE

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

3.1 International

3.1.1 International growth strategy

KPMG Independent Quality Assurance Review: IRO has completed its interviews with KPMG allowing the International Growth Strategy country plans to be finalised.

3.1.2 International partnerships

IRO also hosted a visit on 26 and 27 July from Beijing Forestry University (BFU) in China alongside the School of Forestry. UC signed a Memorandum of Agreement in 2014 with BFU based around cooperation and exchange in research and postgraduate student supervision in Forestry.

3.1.3

3.1.4 Pre- Assessment

Pre-Assessment's focus has been on the increasing numbers of applications for 2017 and beyond: the first application for 2019 was recently received. The volume of applications is challenging, with application numbers up 30% on this time last year.

The team has also been assisting with the revamp of the "Check what you need" webpage (previously the Requirements Checker). This is an online tool that helps applicants, especially those with overseas applications, to understand what the required background is for UC qualifications and what they need to submit with an application so that it can be processed.

3.2 International Recruitment (including in-country international students)

3.2.1 Recruitment

General

The uncovering of fraudulent documents (particularly financial) from students from India has been headline news in New Zealand, and has provided both Immigration New Zealand (INZ) and the Government with headaches. The general agreement is that the behaviour is mainly in the ITP sector, but it is a major threat to the University sector with an election looming next year and the impact of general worldwide unease with migration in the community.

July has been a busy month for the on-campus team. Our Semester Two students arriving and requests to enrol late have created pressure for the team. The tight turnaround required with results (May/June being a month of results for many in the Northern Hemisphere) and student visa release and travel often being the cause of late arrival. Individual colleges and programmes within UC currently take different stances regarding late arrival and there would be merit in standardising these to assist with international student and agent communications and relationships.

Malaysia/Singapore

Activities in this market include:

- IRO preparation for upcoming Malaysian recruitment trip, marketing events with our key agents
- Recruitment fliers designed for Sunway University students to pathway into second year of BCom
- Updated scholarship posters to advertise UC First year and College of Engineering scholarships
- IDP Singapore Polytechnic Advanced standing Guide completed
- Work is being done to update the information for the IDP Singapore Polytechnic Advanced standing Guide
- Ongoing project to update our agent contracts in anticipation of an upcoming audit.

India

The July intake has been completed and there has been a definite impact from the stricter checking of financial documents in the visa application process out of India. Applications have taken longer to process in general, creating an increased number of late arrival extension requests and also deferrals for February 2017. Deferrals from India are high for July 2016. There has also been an increase in undergraduate students from India due to a push in that market in March/April, which is positive.

Vietnam

There has been a clear and positive increase in number of enquiries out of Vietnam over the last few months, particularly into conversion Master programmes. These enquiries need to be transferred into actual enrolments but combined with increased enrolments at UCIC there are signs that Vietnam is becoming a significant secondary market rather than just a significant “potential” market.

New Zealand schools

IRO has engaged in a number of initiatives for the domestic international students. These include:

- Welcoming the CCEL EAP 2 students to the Semester Two intake
- Redesigning the IRO SharePoint
- Confirming school visits for the North Island recruitment drive in August
- Designing new IRO marketing material (posters and banners).

Europe

IRO has touched base with most of its key agents and is keeping up-to-date with negative issues in Europe and how these will affect student behaviour. It is anticipated the Brexit vote will have an impact on UC though whether it is positive or negative is yet to become clear.

China

IRO's representative in China has been on recruitment activities with key agents. IRO has also undertaken the following to support the China market:

- International student guide Chinese version has been printed for the first time
- CANIC – 20 students plus five teachers came to visit UC
- With joint efforts of IRO, Admissions, and the Deputy Vice Chancellor Academic, Gaokao admission scores for UC were released on 7 July, meaning UC was the first New Zealand University announced in the Chinese market. This created a significant amount of WeChat discussion and several short articles in China. Applications have started to flow as a result.

UCIC/CCEL

UCIC have revised their English levels to keep them nicely aligned but slightly lower than UC's. This presents opportunities to communicate to the market. The interim Campus Director, Simon Christiansen, has started at UCIC.

3.3 Domestic Recruitment

3.3.1 Marketing

Social media activity continues to be high with an increased emphasis on Twitter and Instagram. The Online WCMS phase III project has been approved – work is under way to establish the project team for this undertaking. The 4,500+ attendance at Open Day was gratifying given the increased focus on this area through paid marketing.

The UCME brand campaign continues with online, outdoor, and radio being utilised. A UCME Exhibition was held last month on the bottom floor of Matariki. The UC GO Canterbury campaign taking our Auckland specific offer to market has been launched through adshels outside schools and will be supplemented by radio and online placements through July and August. Collateral was produced for the Residential learning Scholarship (Wellington-Tasman). This scholarship is available to students planning to study in selected disciplines who wish to live in the new self-catering Kirkwood Hall.

3.3.2 Liaison

The Liaison Team spent July preparing for the UC Open Day, including assisting the UC Events and Partnerships Team and contacting future students and their families who registered to attend. With the large attendance, the team has been extremely busy following up with attendees on the next phase – course planning.

The team begins course planning visits in the first week of August with Christchurch schools first. In the lead up to these visits the team have been working with College student advisors, who will join the team for some of these visits.

In addition to those who visited UC on Open Day, 166 people visited the campus as part of the campus tours offered by the team. There were 75 tour appointments throughout the month, 29 of them being adult students and 25 school leavers.

With the increase in interest from the Wellington, Nelson and Marlborough regions, a new Residential Learning Scholarship offering guaranteed accommodation, assistance with accommodation fees and access to the Campus Living Villages' Live, Learn and Grow programme has been launched to students in those regions. The Wellington and Nelson/Marlborough Liaison Officers are marketing the scholarship to students as an option for 2017.

The Auckland and Wellington offices also attended of a total of ten schools' career evenings and six 'Back to School' visits – UC students going back to their high schools to share their experiences at UC with the next cohort.

The Engagement Team has been invited to work with Business Insight and Reporting and the College of Business and Law to develop a data pack for Colleges relating to school engagement. The data pack will assist Colleges to develop strategies for school engagement that is more likely to lead to enrolment at UC.

The team has also been working with the College of Education, Health and Human Development on a potential partnership with the New Zealand Institute of Sport to upgrade Advanced Diploma students into the Bachelor of Sport Coaching. The team also supported the College of Arts schools engagement programme by providing coordination of eight lecture sessions on Open Day, assisting with the New Zealand Association for the Teaching of English conference and supporting History Day.

3.3.3 Admissions

A total of 470 admission *ad eundem statum* (AES) applications were recorded as received in July. This does not include more than 100 applications still waiting to be 'entered' in the SMS. This compares with 290 and 356 AES applications received in July 2014 and 2015 respectively. So far in 2016 admission AES applications received are 46% and 29% higher than at the same stage in 2014 and 2015 respectively. As with previous months, a significant proportion of the applications received (37%) do not have sufficient documents or information provided for the applications to be assessed. Some of the enhancements being progressed for the SMS should help to address this.

AES Admission decisions: Number and type made from 1 to 29 July 2016:

	Total	Undergraduate	COP	Graduate	Postgraduate	PhD/EdD*
Full offer	102	33	18	6	27	18
Conditional offer	97	54	1	5	32	5
Declined	79	32	0	7	39	1
Total	278	119	19	18	98	24

**Includes 6 non-AES PhD/EdD applications.*

3.3.4 Enrolment

An estimated 4,983 students and visitors were welcomed by Student Services during July 2016, an increase of 65% on the same period during 2015. Of these, 3,130 have been assisted by the Information Desk. A further 834 have been assisted by the Enrolments Team.

A total of 66 PhD students have been fully enrolled during July 2016, including 40 International. A further 43 students have enrolled so far for August 2016, including 27 International. Enrolment reminders are being sent out to 50 continuing PhD students for September 2016.

Applications for programme entry to the College of Education, Health and Human Development for 2017 are open with 77 applications already received. Of these, 19 have been issued an unconditional offer and a further 15 issued a conditional offer. This is an increase of about 62% from the applications in 2014. There are no corresponding statistics for this period in 2015.

International enrolment for Semester Two went very smoothly with a total of 408 International students enrolled during the month of July.

Within the Contact Centre a total of 5,422 calls were answered with an average service level of 86.9%. Almost 2,000 emails were responded to, with the Contact Centre directly answering 1,457 of these. The CRM and Contact Centre Software Projects have both been through vendor presentations and evaluation has been undertaken as part of the procurement process.

Further work is under way to establish the new Shared Services Administration Team within Student Services. It is planned that this team will be co-located with the Contact Centre.

3.3.5 Scholarships

Key activities for July include:

- Completing the mid-year round of the UC Doctoral and UC Master's Scholarships with Scholarship offers being sent out to successful recipients
- The UC Open Day on 14 July with a steady stream of enquiries at the Scholarships plinth
- A fixed-term contractor joining the Scholarships team on a three-month contract to support the processing of first year scholarships
- Setting up the annual MoU with NZQA for the release of NCEA results of first year scholarship applicants.

3.3.6 Accommodation

UC Open Day saw record numbers of prospective students touring UC accommodation, with University Hall reporting 915 visitors, and Waitakiri Village a 50% increase. Interest in the new Kirkwood Hall was also high. Agreement in principle has been reached with CLV to operate the new hall and an operating agreement is in progress for signature.

The online application form has been amended to include the addition of Kirkwood Hall as a new self-catered option for first-year students, as well as changes in the declaration and consent and personal details requirements.

The online application is now live, with 165 students applying on the first day, as compared to 68 on the first day in 2015 – a 240% increase. As at 19 August we had received 1,115 applications to Halls of Residence compared with 960 this time last year, about a 16% increase. It is not possible to assess if this increase simply reflects students applying earlier, more students applying to multiple universities or a real increase in likely enrolments.

Accommodation held a flatting seminar on 28 July with more than 130 students receiving a flatting guide and many others attending the expo to ask the exhibitors questions. CLV has launched its returns campaign for 2017.

3.4 Student Success

Academic Skills Centre	164 student consultations 14 embedded teaching workshops (ranging from 100 to 600 level)
Careers, Internships & Employment	281 Individual Career Consultations 920 Express Appointments (20 minutes) 1,083 students attending seminars 1,992 students attending employer info sessions 63 Employer Information Sessions hosted
Disability Resource Service	459 Registered Students
Student Transitions and Engagement	650 first-year students reached during call-outs in July 621 registered on CCR and 34 CCR Activities live 119 registered student mentors 197 attended the International Welcome 80 first-year students attended mid-year Orientation 140 on the Emerging Leaders Development Programme, 20 of whom are doing Hornby High mentoring in August 70 in the Community Award, 20 of whom are working with Alumni mentors 80 attending the Go Canterbury Ski Trip to Tekapo in August
UC RecCentre	8,000 members 30,994 group fitness attendees 137,555 turnstile entries
UC Sport	1,800 students in recreational sport programmes 25 students employed

Student Success supporting Employability:

Disability

The Careers team met with staff from the *Be Employed* Internship Programme. This initiative assists students with disabilities gain paid work experience in their chosen area. This programme is fully funded through the Ministry of Social Development. The work can be either full or part-time over a period of 4-16 weeks. We are promoting the opportunity to students who meet the following criteria:

- The student must be in their penultimate or final year of study,
- The internship placement must be relevant to the students area of study,
- The student must have had less than two years' previous work experience,
- The student much be registered with the Disability Resource Service.

Careers is also working with Workbridge New Zealand, a supportive employment service for people with disabilities. Disabled people in New Zealand are less likely to have secondary or tertiary qualifications or to be employed when compared to any other minority group. When disabled people do get qualifications, they are employed at about the same rate as other New Zealanders *without* a qualification. Young disabled people are almost twice as likely as young non-disabled people to leave school without a qualification. Seventy-five percent of disabled people do not require any extra equipment or other modifications or support to work.

Students with impairments to achieve often face key issues, such as developing confidence and interpersonal skills that are transferable to the workplace, and which reduce the impact of a person's impairment on employment. Employers may need assistance to understand how a person's disability impacts on their ability to do the job, rather than knowledge about particular disabilities. Often, negative attitudes are the major barrier for disabled people in gaining and retaining employment. More disability equity training is needed to assist work colleagues and the community to recognise and value the skills of disabled employees and overcome negative stereotypes.

The Disability Resource Service and Careers, Internships & Employment teams are looking to develop strategies in partnership with Workbridge to help minimise these barriers and concentrate on developing strategies to increase and improve work experience opportunities for disabled students. We are developing a strategy to significantly increase the numbers of young disabled people employed in the state and private sector, with particular emphasis on overcoming barriers to recruitment and retention. By offering a direct link to possible employers through Workbridge rather than having to go through the normal channels traditionally accessible by recruitment companies, access to the job market is opened up. This initiative is currently in its infancy and in a discussion phase.

International students

A new initiative developed by Careers, Internships & Employment is introducing international students to New Zealand ways of work and the culture of the workplace. A group of international students were taken to visit our UC Marketing and Communications and Engagement teams and another group visited UC's Finance teams. This series of visits will continue, with the next planned visit to Human Resources. The students have found the visits highly engaging, and it has given staff who do not regularly engage with our students an opportunity to do so.

Female students

Careers Internships & Employment will be hosting a seminar 'Empowering Women to Negotiate their Salary'. This event with three key speakers is an opportunity for female students to gain the knowledge needed to successfully negotiate salary offers and pay increases. Bookings can be made through CareerHub. It will be followed later in the year with a salary negotiation workshop.

IT Opportunities

The University of Canterbury ICT Fair on 2 August, hosted by Careers, Internships & Employment saw 27 companies attending and providing Computer Science and Software Engineering students an opportunity to gather employment and labour market information, network and connect with potential employers.

Sports Opportunities

UC Sport provides a range of opportunities for students to extend their key skills and attributes in an applied and practical setting. We currently employ 25 UC students across a variety of positions including refereeing, supervisors and event coordinators – all activities which are part of the Co-Curricular Record. We are growing a pathway for students to complete internships or volunteer work with our UC Sport teams and regional sport organisations in Canterbury.

3.4.1 Student Success supporting retention through early intervention:

The Student Development Team is offering workshops for students in the Academic Progress Review. At the end of each semester, the records of students who have failed to make satisfactory academic progress are reviewed, and students whose grades are of concern are directed toward help and support. The content of the workshops is based on a successful early intervention pilot programme held in Semester One. Food will be provided as an incentive for the students to attend, and content includes goal setting, identifying personal strengths, time management and resilience. Students will also be refereed to Careers, Internships & Employment to help them develop a plan.

3.4.2 Student Success supporting Equity and Diversity:

The UC RecCentre is committed to providing a space where all our students feel they belong. Privacy during exercise is a cultural need for many women in our UC community and the RecCentre aims to provide culturally responsive services. At the request of the Student Wellness Advisory Group (SWAG) the UC RecCentre, with the support of UC MBA students, investigated whether providing women only hours would help meet the needs of all women at UC. This research was presented to the Central Equity and Diversity Committee (CEDAC), which endorsed the proposal to trial women only services and to improve our communications of existing services for implementation in Semester Two. In providing these services, the UC RecCentre is recognising UC's commitment to equity and diversity. The recommendation was to implement the following services, in effect from Monday 25 July 2016:

- Women only hours, supervised and unsupervised, in selected areas of the facility as per advertised schedule.
- Train Me - available to all members, with option to request a female instructor at the time of booking
- Teach Me - available to all members, with option to request a female instructor and/or female only group at the time of booking
- Small Group Training - women only sessions available, as per advertised schedule each term.

- Private Group Fitness classes - arrange your own group and we can provide the space and the teacher.
- UC Women's Weightlifters Club - the UC RecCentre provides support to this club through provision of a qualified and experienced fitness consultant in club session times, funding three hours per week during term time, and one hour per week in non-term time, to help with technique (all levels) and general fitness queries/programming. In addition, our (male) fitness consultant, and some other local Personal Trainers choose to volunteer their own time provide coaching services. This club is a supportive group of women (and some men) who meet regularly to train together, and provide camaraderie for all training levels.

This offering will continue to be developed over the coming months, and feedback is welcomed. At the end of 2016, the services offered will be evaluated and decisions will be made on what combination of services can be offered for 2017 and beyond.

3.4.3 Pacific Development

Enrolments

Overall Pasifika EFTS are at 379, following the Semester Two intake. We are now 14 ahead of the 2015 end of year total EFTS. Total Pasifika headcount is at 448 – 10 ahead of the 2015 end of year total.

Recruitment/Outreach

The Pacific Development team delivered its first UC Me XL Holiday Programme session for the year in July. Ninety-four NCEA Level 1-3 students from local secondary schools attended the July programme – 24 more than last year. The programme was hosted at the UC Staff Club. The team also engaged with well over 100 students during UC Open Day by having an interactive stall that attracted both prospective students and staff throughout the day.

Pastoral Care, Engagement and Retention

The team continues to provide transition and follow-up support to students as they settle into the semester. The team has been actively using social media and other communications to engage students with our support services, such as our Semester Two refresh session, and weekly PASS Learning Skills Workshops.

The team collaborated with the College of Education, Health and Human Development to host Jandals 3: Fiafia Night. More than 200 guests included secondary school students, teachers, parents, family members and community groups. It was a great way to promote the College to external groups and it was an opportunity for our students to tell their stories and share their UC experience.

Pasifika Postgraduate Network

The Pasifika Postgraduate Talanoa Access Grid is co-ordinated by the AUT Institute of Public Policy and is a nationwide video conferencing opportunity for Pacific students from across all New Zealand universities to share their research. The last Talanoa grid session was hosted by UC and two of our own Pacific postgraduates presenting to their peers and academic staff linked in from other New Zealand universities and from overseas.

The University Council has asked three of their members to engage with management to understand what it would take to get a “stepwise” change in Pasifika recruitment and success at UC.

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

Te Wiki o te reo Māori 2016

This year the national Te Wiki o te reo Māori dates were in mid-year break, so UC's Te Wiki was expanded into a fortnight of activities. Colleagues from many teams and departments across the university collaborated to make this a very successful celebration. Students and staff participated in several initiatives, including a 'phrase of the day' tweet. Our Te Wiki o te reo Māori posts on Twitter made up five of the top 10 posts out of all universities for the month of July. This shows that our Twitter audience is clearly very interested in learning te reo Māori.

UC colleagues and postgraduate students attended 'Te reo in the workplace' workshops, as part of Te Wiki, also emphasising the appetite to learning te reo. We would like to express our sincere thanks to colleagues who collaborated in creating a memorable Te Wiki o te reo Māori fortnight: the UC Communications and Engagement Team, the Aotahi School of Māori and Indigenous Studies, the College of Education, Health and Human Development, the UC Library and the UC RecCentre. We would also like to acknowledge Te Akatoki Māori Students' Association and many students for their contributions.

Service Units

The UC Cultural Narrative implementation within the UC Campus Master Plan is well under way. Capital Works and Engineering Services staff are primarily leading these projects, but a number of external consultants and project managers are also involved. There have been numerous workshops for the following projects: Campus Master Plan, Signage and Wayfinding Project, Landscape and Transport Master Plan, CETF Landscape Project, UCSA new build, RSIC #1 and #2 build and Kirkwood Accommodation refurbishment.

A large group of Capital Works and Engineering Services staff who are heavily involved in the campus master plan attended marae visits at Tuahiwi and Ngā Hau e whā marae in June to gain a deeper understanding and appreciation for the UC Cultural Narrative. The group is also scheduled to attend Te Wheke Marae (Rāpaki) for another workshop in August. Feedback from colleagues has been very positive and has noted that this learning will enrich CMP projects.

Staff professional development courses

The staff professional development course 'Tangata Tū, Tangata Ora' has been fully booked out for 2016, so we have added another course date. 'Te reo in the workplace' is continuing to be well attended.

4.2 Māori Development Team

Statistics on Māori demographics (at July 2016), are as follows:

- 8.2% of UC students are Māori
  - 922.0 EFTS
  - 1,116 Headcount
- 33% First Year UC
- 30% Ngāi Tahu
  - 2% Aged <18
  - 30% Aged 18-19
  - 39% Aged 20-24
  - 15.5% Aged 25-34
- 55% female, 45% male
- 52% Canterbury region (school)

Māori student EFTS and Headcount at July 2016

Academic College	EFTS	Headcount
College of Arts	231.6	464
College of Business & Law	166.4	310
College of Education (less Ed Plus)	187.8	283
College of Engineering	171.1	349
College of Science	148.1	374
Service Units	17.1	52
Total All (unique)	922.0	1,116

**Figures from Cognos. Please note that some students are doing double degrees and others are taking papers in colleges other than their major.*

Māori Postgraduate Statistics, 2008-2016

Year	PhD	Masters	Honours
2008	19	60	28
2009	21	66	37
2010	22	75	57
2011	20	69	68
2012	21	75	59
2013	24	55	81
2014	22	62	66
2015	23	90	47
2016	32 (1 x EdD)	91	69

Ākonga Māori Update

The Māori Development team is very busy completing phone callouts and supporting students who have been flagged under academic review. They are also welcoming new students starting at the midyear point. At this stage we have an additional 28 new students starting this semester and our total Māori student cohort remains over 1,000 headcount.

University Council has asked three of its members to engage with management to understand what it would take to get a "stepwise" change in Maori recruitment and success at UC.

Māori Research

Office of AVC Māori is continuing to support Research and Innovation with Māori research processes. The Kaiārahi Māori Research is working with Research and Innovation to develop a workshop to assist researchers to more effectively engage in the Vision Mātauranga process. This workshop will be held in early September and publicity about the workshop will be circulated shortly.

4.3 DVC Research and Innovation

Professor Ian Wright joined the University as planned on 22 August to assume responsibilities as DVC Research and Innovation. Professor Jarg Pettinga has been Acting DVC Research since the retirement of Professor Steve Weaver in May. This was Professor Pettinga's third time on the Senior Management Team – once as Acting PVC of Science following onto Acting PVC of Arts, in 2012 as Acting DVC Research and most recently as Acting DVC Reserach. Jarg's contribution has once again been very much appreciated.

Nominations for both the Innovation Medal and the Early and Emerging Career Researcher Award have now closed for 2016 and sub committees will be reviewing these in the coming weeks.

SMT has approved a change in policy with respect to unspent funds remaining in research grants. The policy will be revised and become operational shortly.

Nigel Harris (Ngāi Tahu) has been appointed as the Māori Research Kaiārahi and joined Research and Innovation on 1 August. Nigel has a background in resource management, has worked with the Ministry of Fisheries, several Councils, and several tertiary educational organisations, and was the Research Fellow/Manager for the Mātauranga Māori Theme of the BioProtection CoRE. Nigel is the Secretary of the Te Ngāi Tūāhuriri Rūnanga and the Deputy Chair of Matapopore. The Māori Research Kaiārahi role has been expanded from 0.5 FTE to 1 FTE and will have an increased focus on engagement with Māori and promoting the integration of Vision Mātauranga into research at UC.

Dr Rebecca Warr has been appointed as the Business Development Manager Science and will join Research and Innovation in late September has been working as the Strategic Support Manager at Izon Science Ltd and has a Chemistry PhD from the Australian National University.

Research and Innovation is working on the 2017 MBIE Endeavour Fund Round (formerly the Contestable Science Fund). Smart Idea applications (*2-3 years funding to allow researchers to rapidly test innovative research ideas that, if successful, have potential benefit for New Zealand*) will be due in November, Research Programme (*3-5 years larger-scale research projects and programmes to develop ambitious, but well-defined research ideas with the potential to deliver significant benefit for New Zealand through credible pathways to market*) applications will be due in February (*dates still to be confirmed*). A Vision Mātauranga (VM) Workshop will be held on 2 September to help researchers understand how VM applies to their research and how to meaningfully engage with Māori; VM is a key factor in the assessment of applications.

The PBRF 2018 Guidelines have been released. These are divided into four sections, each targeted at a different audience: Guidelines for TEOs, Guidelines for Assessment, an Overview of the PBRF for Participants and Panel-Specific Guidelines. These are available via the Research Support/PBRF page on Learn. The PBRF Team will be developing targeted resources, such as a PBRF eligibility fact sheet for hiring managers and Human Resources.

Another Tech JumpStart competition is being held this year. A total of 17 entries were received, all of high quality. Six have been shortlisted for three prizes of $20,000 each and a WNT Ventures sponsored prize also of $20,000.

The University continues to prepare to respond to the Entrepreneurial University initiative announced by the Minister for Tertiary Education, Hon. Stephen Joyce. ($35m over four years subject to dollar-for-dollar matching). We are also engaged with a number of Universities in assessing an all University response to the proposal to establish and fund Centres of Pacific Excellence.

4.4 DVC Academic

At the recent joint UCIC/UC meeting a number of items were covered, including progression to UC, UCICs physical location from the end of 2017 and the recent restructure of Navitas's parallel pathway colleges internationally. I would like to note the work of Andrew Dawkins in establishing UCIC, Andrew has recently resigned after nineteen-and-a-half years at Navitas to pursue an opportunity at Western Sydney University.

The UC Council recently received 39 CUAP proposals for consideration. It acknowledged work by academic and professional staff in prepping proposals and discussed with interest a number of them. Particular interest was shown in terms of avoiding cannibalisation of already extant UC students and final year structures. These proposals will now proceed to round two of CUAP which will culminate in the round two meeting in November this year.

Round one proposals were accepted, and again I would like to acknowledge the work of those who put them together and work by academic staff and professional staff in the peer review process which is critical to the success of CUAP.

In the past few weeks, academic deans and student advisors have been heavily involved in the review of the academic progress of undergraduate and postgraduate students. This is a key process in supporting success for students whether they are at this institution or others. I would like to acknowledge the work of all staff involved.

The working group preparing advice on the role and composition of Academic Board met and input has been received from Dr Robin Mann and Emeritus Professor John Burrows.

AAC is to consider UC's position in relation to conjoint degrees. While other New Zealand Universities offer Conjoint Degrees, UC does not. There are opportunities and risks of moving from the current policy but the matter should be considered in light of the apparent attractiveness of conjoint degrees to prospective students and the ability to create innovative programmes of study.

Further work is being undertaken to review how programme and course enrolment limits are set as we seek to manage capacity constraints, the quality of the student experience, teaching demands and diversity in class composition as we grow enrolments.

A work programme to give effect to the union of Faculties and Colleges has been drafted and progress has been made on reviewing policies and regulations, seeking advice on any legal obligations the Council may have to meet in giving effect to the union and the design of the College.

5. CONNECT

Intercom: Average opening rate for July: 40.64%. This is 19% more than the international benchmark for opening an Electronic Direct Mail (EDM) for the Education and Tertiary sector (MailChimp – 21.8%).

Insider's Guide student newsletter: Average opening rate of 48.16% for July.

Twitter: @UCNZ continues to rank as the top Twitter account for engagement out of all New Zealand universities. It is attracting an average of 130 new followers each month.

Chronicle 2, 2016: Content development under way.

Events

The most important recruitment event on the UC Calendar, Open Day on 14 July provided an opportunity for future students to come onto campus and experience UC. The day included subject information sessions, information expo, accommodation tours, department tours, exhibitions, activations, international food market. Actual attendance of 4,724 far exceeded the expected attendance of 2,500.

In addition to a carefully planned media campaign, social media was used to generate interest and engagement. The Facebook Event page was set up in late February with 8,900 people viewing the event page, 2,300 people responding and a total reach exceeding 147,000.

Of the 415 people who responded to the event survey, 94% agreed that it was a worthwhile experience, 87% agreed that it was helpful and informative. After attending Open Day, the number of respondents that intend to apply to enrol increased from 71% to 83%.

It is important to acknowledge the support from across the University for this Event. Thank you to all current staff and students who contributed their time, space and patience.

5.1.1 Project Communications

Final content to the Capital Works website has been added and was expected to go online early August. A staged launch is planned to allow more time to complete the Campus Planning and Development section.

The 2015 Campus Master Plan Communications Strategy has been updated and the implementation plan is being prepared. A relocations Communication Strategy will be included to help manage the large number of expected movements on campus in 2017 and the associated change and disruption.

A video presentation is being prepared for global insurance brokers in London in September on behalf of the New Zealand Universities Insurance Collective. A video fly-over of the campus has been conducted to support this. The footage taken will have multiple uses.

The Think first winter campaign was launched this month with a theme of safety around construction sites on campus. Communications include an animated video playing on digital screens, messages on digital screens, posts on the student blog (including links to the animated video) and posters. A Think first merchandise giveaway held in the Undercroft on 22 July was well received by students and provided an opportunity to talk to students face-to-face about Think first messages.

An updated Rehua (formerly NEB) hoarding banner and new UCSA hoarding banners were finalised and sent to print in July. All banners were installed in early August.

Recently the CCC released a draft policy in respect of consultation on suburban car parking. For some years the University has encouraged the City Council to create residential parking privileges for near neighbours of the University who have repeatedly expressed concerns that staff and students, as well as contractors, at the University park in neighbouring streets precluding them and their visitors from securing on street parking. In September the University Council will consider an Integrated Transport and Parking Plan to inform the setting of parking fees for 2017 and beyond. The recent Community Meeting held at the University encouraged the University to again support parking privileges for local residents. The deadline for submissions (15 September) falls before the University Council workshop. I intend to write to the City Council again expressing support for residential parking privileges.

5.1.2 Media

More than 20 news stories were released or pitched, and more than 30 media queries responded to in July.

July media coverage of UC-related topics over the 31 days included: four UC students winning Canterbury Youth Awards, Patrick Shepherd on synaesthesia research, Jeremy Finn on brain-scan lie detector research, Alex O'Keefe and his Len Lye artwork, and the Townsend-Teece Telescope donors visit. The Vice-Chancellor was interviewed on leadership by Management magazine, and on possible guest lectures by Roger Sutton by the DomPost. Paul Millar was interviewed about the ICJ anti-nuclear anniversary celebration in Christchurch.

Other UC experts appeared prominently in the media, including Bronwyn Hayward on being invited to join IPCC scoping meeting in Geneva on scientific response to climate change and on John Minto's mayoral race, Tim Bell featured on computer science as part of the school curriculum, Bruce Robertson on UC motorsport careers for students, Ian Culpan on Olympic ethics, Mark Menzies on his music career and new role, and Greg Newbold on rape and domestic violence, police sting success, police access to firearms and black market gun sales.

Rob Lindeman discussed his precursor to the Pokemon GO augmented reality game, while Martin Holland discussed Brexit, Angus MacFarlane spoke about a Pushkin poem translated into Maori, John Hearnshaw spoke on a proposed Dark Sky Park for Christchurch's red zone, UC student Josiah Tualamali'i spoke on youth leadership, UC research fellow Eliza Oldach talked about habitat cascades, Ekant Veer spoke about Christchurch's identity, Maggie-Lee Huckabee spoke about an 'adopt a scientist' programme as a positive way of getting youth excited about science, and Jeanette King spoke on te reo revival.

5.1.3 External Engagement

Among the external issues managed this month were a complaint from some attendees of a public lecture 'Feminism and Rape Awareness in New Zealand' given by Professor Greg Newbold. A letter of complaint was received from a number of students, alumni and members of the public. Professor Ursula Cheer, Dean of the School of Law, agreed to investigate the complaint and provide advice. The advice has been accepted and all recommendations adopted. A public lecture on a relevant topic from a different perspective will be held, training will be provided to students who host public lectures and opportunities will be sought to allow students to give public lectures.

UC Connect public lectures were well received, including two – UC political scientist Amy Fletcher on the US Presidential Election, and Weta Digital director Joe Letteri on movie visual special effects - which were both full. There are four UC Connect public lectures scheduled for August.

5.1.4 Stakeholder Relations

The next UC Community Meeting is scheduled for 22 August.

5.1.5 Alumni and UC Foundation

Fundraising
Philanthropic Income:

July:	July YTD:
$1,049,986	$4,482,941

Distributions:

July:	July YTD:
$222,604	$1,586,772

The Annual Appeal has generated 355 donors to the 2016 campaign www.canterbury.ac.nz/alumni/appeal. 53% of income is unrestricted to a specific project in the Annual Fund. 15% to Bright Start Scholarships, 7% to Pukemanu, 14% to Pacifika Outreach, 9% to Rose Centre, 1% to Sport and the General Fund - $48k for 2016 with repeat donations pledged ongoing from 229 donors.

UCSA – $5m target. We have supported the Students' Association with promotion of the Exec Reunion on 5-6 August. The first Prospectus has gone to print and we have the final architectural drawings and alumni quotes. Meetings with Corporates have started this month and the first Alumni mailings will start in September. Income to date is $115,530. This effort was punctuated by media coverage this month on the new Ngaio Marsh Theatre.

Negotiations with a local firm over sponsorship of the Chancellor's Dinner for 2016 and beyond are ongoing. Negotiations are also progressing for a Trading Floor in Business and Law as well as research on SME businesses.

5.1.6 Stewardship

- The Christchurch corporate donor thank you event on 27 July had 89 guests. Thank you to Professor Julia Rucklidge for her excellent keynote speech.
- We continued planning for Malaysia/Singapore visit. $160k of additional money has been pledged from stewardship of this region for the trip.
- We are continuing to get thank you letters from scholarships recipients and sending them out to donors.
- Excellent feedback from the STAR Maths programme on impact of donors funds.

5.1.7 Alumni

- E-News went out in July to over 40,000 contactable alumni and even generated a donation, $1,000 to the annual fund. This engagement generated a 33% readership.
- The Crusaders pre-game event (120 people at $35 each). Sadly the Crusaders lost but the event achieved media coverage.

6. ENABLERS

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

6.1 Library

The University Council will receive an update on the current moratorium on taking new materials into the archive collections at its meeting in August.

6.2 Staff Matters

6.2.1 Health and Safety

The Health and Safety representative elections are currently under way. The H&S Committee structure provides a great opportunity for all staff to be kept informed of the H&S developments across campus and influence current and future H&S policies and procedures. It is important to reflect the UC community in the H&S committee structure so a diverse group of representatives are welcome.

6.2.2 Excess Annual Leave

I am pleased to advise that there are now virtually no staff with more than the target five weeks' accrued forecast annual leave at the end of the year.

I am very pleased to announce the appointment of Associate Professor Catherine Moran to the fixed term position of Dean of Academic Strategy in the Deputy Vice-Chancellor Academic Office. I look forward to working with Catherine in this exciting new role to lead and support academic projects including Graduate Profile and E-Learning and other strategic projects.

Please note the timeframe of Catherine starting in this role is yet to be confirmed as a recruitment process is currently under way to backfill the role of Dean of Science. Professor Wendy Lawson has invited applications for the role of Dean of Science, with a view to the appointee also being appointed as Deputy PVC.

6.3 Infrastructure

Details of building status are contained in the appendix.

Work is continuing to finalise the Campus Master Plan as at 2016. Work is progressing on the Integrated Transport and Parking Plan which will inform a Council decision about parking charges for 2017, the Landscaping Plan and the Campus Occupancy Plan. The last of these seeks to identify the permanent home for most departments by 2019 and includes the assumption that the temporary villages will not form part of our space from 2018.

A call for submissions on the Space Allocation Policy has been made. Submissions are due by the end of August. The policy will be reviewed in light of submissions made to Academic Board as well as any further submissions and the outcome of consultation. Any proposed changes to the current policy will be considered by SMT in September and Academic Board will have an opportunity to advise on any proposed changes in October.

Expressions of interest will be sought from the market to advise the University on priorities and likely costs to enhance protection from cyber-crime perpetrated against the University.

6.4 ICT Graduate School

While there have been further meetings, a revised operating plan and budget have yet to be completed, approved and agreed by TEC.

7. Financial Outcomes: (Management Accounts to 31 July 2016)

July 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	195,315	188,368	*6,947*	323,214	331,831	*8,617*
Total Operating Expenditure	192,582	198,050	*5,468*	336,871	341,204	*(4,333)*
Net Surplus/(Deficit)	**2,733**	**(9,682)**	***12,415***	**(13,657)**	**(9,373)**	***4,284***
Net Surplus/(Deficit) as a % of Total Operating Income	1.4%	(5.1%)		(4.2%)	(2.8%)	
Capital Expenditure	**101,266**	**171,648**	***70,382***	**274,635**	**208,875**	***65,760***
Cash/ Short Term Investments/ Short Term Government Stock	**303,169**	**71,552**	***231,617***	**42,081**	**228,298**	***186,217***
Working Capital	**228,976**	**37,595**	***191,381***	**8,296**	**199,513**	***191,217***

* 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 July 2016. This overall favourable position is due mainly to favourable variances in tuition fees, interest income, and sundry income. Actual Total Operating Expenditure is favourable to budget. The favourable variance relates to operating expenses and depreciation, partially offset by unfavourable variances in total personnel expenses and finance charges.

We had been budgeting for an operating **deficit** as at the end of July 2016 of $9.682 million, but have returned an operating **surplus** of $2.733 million. The favourable variance to budget of $12.415 million is an increase of $0.899 million from the favourable variance reported at 30 June 2016. The main change is coming from general external recoveries in the College of Education.

Capital expenditure is currently $70.382 million below budget. $74.452 million of the expenditure incurred to date is UC Futures related (CETF, RSIC, and NEB) against a year to date budget of $134.013 million. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by $10.821 million.

7.1 Cash Flow

The July 2016 cash position of $303.169 million is higher than budget by $231.617 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 CETF and RSIC projects, with significant deposits maturing in August 2016 that have been reinvested.

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.

TEC, which must approve all borrowing under the Education Act 1989, have provided a borrowing consent, of which a key condition is that once UC is required to borrow more than $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 July 2016, the University is tracking to meet its targets. The University's achievement for 2015 was within the ranges set.

7.2 Working Capital

Working capital[1] of $228.976 million at 31 July 2016 is $191.381 million more than budget, mostly due to the additional cash balances as a result of the lower capital expenditure (see above).

The TEC has advised that it will exercise its' discretion not to seek recovery for under delivery of Student Achievement funding in 2017. This is expected to leave $8m of unearned funding with UC in the 2017 financial year. No commitment has been made in respect of under delivery in 2018. There will be no support for under delivery in 2019.

The draft of the UC TEC Investment Plan 2017 – 2019 will be reviewed by Council at its August meeting and is available to the August meeting of academic Board for comment.

Financial Services will work with UC Foundation and Colleges to confirm what funds the Foundation is presently holding that relate to expenditure that the University has incurred, is entitled to be recovered from the Foundation but has not been claimed.

8. COLLEGE SUMMARIES –

8.1 College of Arts (Te Rāngai Toi Tangata)

Professor Le Cocq has been in the UK for three weeks, combining leave with professional development opportunities. In his absence Professor Paul Millar has acted as Pro-Vice-Chancellor.

Associate Professor Bronwyn Hayward of Political Science and International relations has been appointed to the International Panel on Climate Change scoping report responding to the Paris climate meeting target of 15 degrees. She is one of 78 international experts selected from an international nomination panel of 600. The Scoping report is the IPPC's crucial science planning meeting to advise how the world's scientific community should structure research and respond to the challenge of limiting global warming and meeting the needs of the poor and sustainable development.

In addition to the highly successful Open Day, in which all Arts presentations were fully attended, the College has hosted a number of successful recruitment initiatives, including three hundred teachers attending the New Zealand Association of Teachers of English conference, two hundred students attending History Day, and over one hundred students attending Art History Day.

On 8 July two events were held in conjunction with the Disarmament and Security Centre to mark 20 years since a historic judgment by the International Court of Justice (ICJ) on the legal status of nuclear deterrence. A symposium at UC featured international speakers, including former New Zealand prime ministers, the Rt Hon Sir Geoffrey Palmer QC and Rt Hon Jim Bolger, respected

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

lawyers, diplomats and veteran anti-nuclear campaigners from the Project. This was followed by an evening celebration held at the Transitional Cathedral, chaired by the Mayor of Christchurch Lianne Dalziel. Among the evening's musical offerings UC's newly appointed Professor of Music Performance, Mark Menzies in his first public appearance in his new role, performed an original composition based on Pau Casal's peace anthem 'Song of the Birds'.

In the coming month we will be interviewing three candidates for the position of lecturer in Music performance. Each candidate's interview process will include a public performance at the School of Music.

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

Industry and Community Engagement News

The UC Centre for Entrepreneurship will be a Channel Partner at Singularity University's Australasian Summit to be held in Christchurch this November. Singularity University is based in Silicon Valley with a mission 'to educate, inspire and empower leaders to apply exponential technologies to address humanity's grand challenges'. The Summit will bring together worldwide leaders and New Zealand and Australia's leaders of today and tomorrow to consider the socio-economic and political implications of rapidly accelerating technologies.

To maximise this partnership, the UC Business School has introduced a new, experiential course for credit to enable up to 20 students to attend the Summit free of charge and then apply the knowledge gained from the Summit to their own Start-up venture or business project. Following the Summit, UC will also engage with other local tertiaries to run a Canterbury Tertiary Summit for youth.

UC Executive Development Programmes is currently running a Thought Leaders speaker series for UC students, alumni and industry stakeholders. The latest presentation in this series on 26 July was given by John Spence, recognised as one of the top 100 Business Thought Leaders in America and author of several influential texts on leadership and high performance culture. John addressed an audience of over 150 students and external guests, highlighting the challenges facing all industries (including tertiary education) by exponential technological change and innovation. The next presentation in this series will be delivered on 25 August by Geoff White, CEO of Trade Aid. Geoff will discuss the challenges of running a business required to balance commercial and social outcomes.

Law School colleagues have had a productive month on the research front. Within the last four weeks Law School staff have published two books (one by Lynne Taylor on insolvency law and another by Dr Christian Riffel on World Trade Organisation law), three journal articles, one book chapter and presented 13 papers at national and international conferences. Particular congratulations go to Dr John Hopkins for receiving the Oxford University Press award for best paper at the Australasian Law Teachers Association (ALTA). Additionally, Professor Jeremy Finn, Professor Liz Toomey and Dr John Hopkins have recently been awarded $119,000 from the New Zealand Law Foundation for their research project, 'Disaster Proofing the Law: Developing Legal Resilience for New Zealand'.

Following several weeks' intensive recruitment activity, the College has appointed the following new academic staff, who will be joining us between now and January 2017: Associate Professor, Dr Tom Coupe (Econometrics), Associate Professor, Dr Ravi Sharma (Business Information Systems), Senior Lecturer, Dr Anushia Inthiran (Business Information Systems), Professor Elisabeth McDonald (Feminist Legal Theory and Criminal Law), and Lecturer, Dr Toni Collins (Land Law). Ariana Johansson, currently UC Māori Liaison Officer, has also been appointed as Student Advisor in the Law School.

8.3 College of Engineering (Te Rāngai Pūkaha)

At the UC Open Day on 14 July, the PVC and a student advisor were present during the day at the Engineering kiosk in the Undercroft. Both were kept very busy, often with queues of prospective students wanting to speak with them with a range of questions. There was considerable interest shown in all of the engineering degree offerings in the College. We followed this up with a day of student tours around the new Electrical wing which is now fully open, to attract Intermediate students to study in that department. This was also of interest to some people from out of town who had stayed in Christchurch overnight after the Open Day. Teaching has now commenced in the new Electrical wing.

Since the departure of our Academic Manager we have been very pleased to appoint a new Senior Academic Advisor, Arran Yuill, who was previously a Student Advisor in the College. We are now looking to complete the student advising and support team in the College Office due to a retirement and Arran taking up his new role.

Work is now under way designing courses for the new Masters in Renewable Energy, created partly as a result of interest from overseas markets, and this new degree will commence in February 2017. We are also working closely with UniKL in Malaysia, taking direct entry students into the first professional year of engineering, and the students who come through this pathway have a very high success rate.

Finally, our 2016 Formula SAE race car is well on the way to completion, and we plan to compete once again in the Formula SAE event in Australia later this year. Results in the past three years have been excellent for both engineering design and race results, and we have high hopes for this year's car.

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

Our College hosted a successful "Principals Day" on campus which provided secondary school principals the opportunity to meet our students in secondary teaching and to indicate to our students what their school could offer them as a new teacher. We had a record number of principals attend from around the country (62 principals – 15 of whom flew down from Auckland). The principals were very impressed by the quality of our students and particularly interested in recruiting our maths, science, and technology teachers. They indicated there is a critical shortage of these teachers applying for open positions. They were very pleased to learn that 40% of our 81 secondary teaching students who will graduate this year will be qualified to teach in maths and the sciences.

The Ministry of Education has confirmed the continuation of our Specialist Teaching contract which we offer in partnership with Massey University for a further three years. The contract offers postgraduate diploma endorsements to prepare experienced teachers to become specialists in working with children who have learning and behaviour problems, are deaf or hard of hearing, or have complex learning needs. One endorsement also focuses on preparing early intervention specialists for young children with very high needs. Congratulations to Dr Laurie McLay, programme co-coordinator in our School of Health Sciences, and the teaching team, in securing the contract renewal which results in over 150 student enrolments for UC each year of the contract.

8.5 College of Science (Te Rāngai Pūtaiao)

In the area of international student recruitment, we are very pleased to have been notified in July that subsequent to our hosting a delegation from MOH Holdings Singapore to our speech and language pathology programme in March, it has added our degree to their list of approved programmes for their scholarships for aspiring health leaders in Singapore.

This outcome, following their probing assessment of our offering and Singaporean students' experiences of it, is a strong indicator of the international quality of our programme.

Following the recent announcement of the appointment of our Dean of Science, Associate Professor Catherine Moran, to a role in the office of the Deputy Vice Chancellor (Academic), we have begun an internal search for a new Dean. We will miss Catherine immensely, and we wish her all the best in her new role. Meanwhile, this provides an exciting opportunity for one of our academic leaders to step up into a key pan-College role.

We are proud to have learned that Professor Andy Sturman, in the Department of Geography, will be awarded the Distinguished New Zealand Geographer Award for 2016 from the New Zealand Geographical Society.

Finally, a key milestone in July has been the approval by Academic Board of our new major in Environmental Science in the Bachelors of Science. This new major has been carefully designed as an intentionally interdisciplinary major, and embodies the intent of the RSIC in interlinking a range of disciplines in new ways. We are also pleased to be offering this new undergraduate programme with the support of the Ngāi Tahu Research Centre, and in which bicultural competence – as well as the other graduate attributes – is deeply embedded by design at the outset.

9. CONCLUSION

At a recent planning and development day, SMT focused on a commitment to enhance collaboration within the University. It is clear that we can all make a contribution to improve collaboration by finding ways to do things which enhance outcomes for the University which may involve giving ground on matters that are advantageous to individuals or groups within the University. Some staff express the view that their immediate colleagues are highly collaborative but more remote groups appear to be destructively competitive or self-promoting. I believe the University has made progress in developing a more collaborative culture in recent years but accept there are many opportunities to do more. There is unlikely to be one single initiative that promotes enhanced collaboration but much is made of the need for a shared vision and goals. For the next couple of years the vision of people prepared to make a difference remains a constant vision which informs the need to recruit students and ensure they succeed at UC. It informs the imperative of the commitment to transform the attributes and learning outcomes for our students and it maintains a focus of the quality of teaching and learning, research to inform teaching and the need to complete the major investments in the built environment to support research informed teaching and learning.

It is reassuring to see early positive signs of enrolment for 2017 but much work remains to turn expressions of interest into enrolled students. It is also pleasing to see progress on the major buildings but there remains significant uncertainty and disruption until the major projects are completed. We will all need to play our part in getting through 2017 but real progress is now evident.

9.1 Appendix 1: Building Update

Overall

Site works progressed steadily during July 2016 for RSIC 1 (Main Building). Steelwork and suspended floor systems installation continues with suspended flooring scheduled for completion towards the end of July 2016 and structural steelwork first week in October 2016.

The bridges between the east and west buildings are complete. Installation of the first fix of building services continues to levels one, two, three and four of both the East and West buildings. At roof level, the waterproof membrane is being installed and the erection of the roof steelwork continues. Progress remains relatively slow due, in part, to continued discussions between Fletcher and Thermosash on a revised programme and the challenges associated with installing the shop front windows to level two.

For CETF Hawkins is now forecasting a 27 September handover date for CAPE and a 16 November handover for the Core. Hawkins have claimed the delay results from the resolution of waterproofing details to Building E on the Core.

CNRE wing works are slightly behind programme primarily due to delays in the issues of structural steel shop drawings. In addition, work has progressed on site for the Mechanical wing following the final clearance of asbestos. The effect on programme is still to be clarified and an updated programme is due in August.

An intervention has been implemented by UC with the agreement of Hawkins to introduce an independent party to undertake a review of the program and on site works on both Tranche 1 and 2. This is intended to provide support and advice to both Hawkins and the UC external PM in an endeavour to improve program planning and sequencing of trade resources thereby improving project performance in meeting agreed project program dates.

On the Rehua building (NEB), structural steelwork is progressing on site but there are delays to the south wing. The Hawkins structural steel subcontractor does not currently have the capacity to supply steel at the volume required by the programme. The project team and Hawkins are investigating alternative suppliers with additional capacity and reviewing the programme to minimise the impact of any delay.

Fluid Viscous Dampers (FVD) manufacture is progressing according to plan and the first FVD is due on site on 6 September. Façade delivery is also proceeding and the first batch is due on site on 6 October.

Recognising that programme delivery would be a key risk on the Rehua site, an early intervention, in the form of an independent consultant, has been engaged to ensure that forward planning processes are effective and provide early warning of variance. This work involves close collaboration across UC, Hawkins and the subcontract supply chain.

Campus Construction Safety Group

The Campus Construction Safety Group continues to meet focussing on the construction projects and their health and safety implications on the University’s day-to-day business and reputation.

The contractor round-table meetings continue and in July Hawkins shared, by way of a presentation, their experience and response to a recent near-miss on the Rehua site. This event, and the subsequent learnings, generated a very constructive discussion. The responses included sharing of other similar near-miss events involving cranes by other contractors present and mitigations employed by them, which in return was very useful to Hawkins and others in attendance. The demolition contractor Southbase, which is about to commence site works on the UCSA Building, will be invited together with the UC external PM to future round-table meetings.

Key progress this month:

Regional Science and Innovation Centre (RSIC)

Site works progressed steadily during July for RSIC 1 (Main Building). Steelwork and suspended floor systems installation continues with suspended flooring scheduled for completion towards the end of July and structural steelwork first week in October. The bridges between the east and west buildings are complete. Installation of the first fix of building services continues to levels one, two, three and four of both the east and west buildings. At roof level, the waterproof membrane is being installed and the erection of the roof steelwork continues.

The façade installation has restarted on the northern third of the western face. Progress remains relatively slow due, in part, to continued discussions between Fletcher and Thermosash on a revised programme and difficulty installing the shop front windows to level two. Following agreement from CCC's Building Inspectors, Fletcher have undertaken to temporary wrap sections of the building to provide a weather tight environment. This has allowed internal timber framing and plasterboard to be installed and programme to be maintained.

Internal wall framing continues to levels two, three and four of the east and west buildings and plasterboard installation is now progressing on levels two and three of the western building.

Services installation, fire, electrical, HVAC, lab gasses, AV, security and hydraulics continues on all available floors; services installation is the main driver of the critical path.

The number of personnel on site has increased over the period with about 260 daily resources now on site.

Canterbury Engineering the Future (CETF)

The main challenge for the project team continues to be the delivery of Tranche One buildings (CAPE and Core) and formalisation of ECE Practical Completion together with the need to gain alignment with Hawkins over a number of contract administration issues, of which agreement of scope change is the most significant. A further meeting chaired by the Chair of the PCG was held on 27 July to progress discussions on how to close out the obvious misalignment between UC and Hawkins in respect to these matters.

Recognising the difficulties associated with the delivery of Tranche One a CETF Re-Launch meeting was held to focus on Tranche Two. This was attended by all project partners and covered three main areas; agreement of the top six fundamental issues and actions, a review of the meeting and communication structure and a review of the ongoing need for health check workshops. Clear deliverables were identified to assist resolution of the fundamental issues, a revised communication and meeting structure was developed and it was agreed that the revised structure covered the areas covered under the Health Check workshops meaning this meeting was no longer required. The proposed revised structure will be presented and recommended to the August PCG meeting for consideration and endorsement.

A statement of occupation has been received for ECE and occupation by UC of all areas aside from two labs has been completed. Hawkins subsequently applied for practical completion of the building but it has not been awarded. There are a number of post contract works that have been identified as being required in order to ensure appropriate functionality of the building and schedules are being prepared to deliver these works.

The latest monthly report from Hawkins forecasts a 27 September handover date for CAPE. Hawkins has not provided an explanation for this change in date and the project team is now making further enquiries.

The programmed handover date for the Core has also changed to 16 November, and Hawkins have cited the potential delay resulting from the satisfactory resolution of waterproofing details to building E on the Core as the cause.

CNRE wing works are slightly behind programme primarily due to delays in the issue of structural steel shop drawings. Work is proceeding on the consent application for the emissions control equipment package and there is potential for this to cause delay. Both items are being closely monitored by the UC external PM.

Work has progressed on site following the final clearance of asbestos from the Mechanical wing. The effect on programme remains to be clarified and an updated programme is awaited from Hawkins. The North-South walkway closed as a thoroughfare on 12 August.

Electrical Link Reclad

Detailed design continues. RLB report the Business Case budget remains on track for the project.

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

The Stage Two Fit-out NZS3910 contract was signed by UC on 4 July 2016. This contract supersedes the existing letter of intent and provides further certainty to the programme and budget.

Structural steelwork is progressing on site but there are delays to the south wing. The Hawkins structural steel subcontractor does not currently have the capacity to supply steel at the volume required by the programme. The project team and Hawkins are investigating alternative suppliers with additional capacity and reviewing the programme to minimise the impact of any delay.

Fluid Viscous Dampers (FVD) manufacture is progressing according to plan and the first FVD is due on site on 6 September.

Façade delivery is proceeding and the first batch is due on site on 6 October 2016.

A key risk is project delivery and meeting of due dates. As part of the strategy for managing this risk, an independent consultant has been engaged to ensure that forward planning processes are effective and provide early warning of variance. This work involves close collaboration across UC, Hawkins and the subcontract supply chain.

The design team is working with the College of Education, Health and Human Development, Maori and Pasifika groups to finalise the cultural influences on the building fit-out. An artist has been commissioned by Pasifika to provide patterning for machined wall panels in the Coppertop entry. A meeting is planned for 3 August to select from options provided by the artist. These options do not impact on project cost or programme.

Other Buildings/ Projects

UCSA

Construction works and inspections to the Dovedale ELC are now all completed. The ELC has already begun relocation and set up. The budget and programme for this project has been delivered according to plan. The UCSA has funded the development works. Parents and staff are pleased with their new facility at Dovedale and the project has been a success to all involved. This achievement can be largely attributed to the collaborative and can-do attitude of the main contractor, Portacom Ltd.

The enabling works for the new USCA building are complete and the site has been handed over to the demolition contractor, Southbase. The transition from the existing services to the new services rerouted around the building site has been successful with minimal disruptions. Traffic management is in place to ensure risk is mitigated appropriately.

The design team is under way with finalising the room data sheets with the various user groups and key stakeholders. The team is on track to issue the developed design with a revised cost estimate to the September PCG. Following on from this, detailed design will be completed in Jan 2017.

The procurement plan is under way and is on track for endorsement by the August PCG. The draft business case (stage one of two) is currently planned for review by the September PCG before progressing to Council.

Arts Centre

A revised programme was issued by the contractor on 27 July shows a completion date of 21 December 2016. Initially, the contractor had notified UC there was a potential delay in the ground floor recital room due to the unforeseen additional basebuild strengthening work for the floor cracks. However, this work has progressed well and has brought the programme back on schedule to still enable a target completion before Christmas 2016.

Services installation, fire, electrical, HVAC, AV and security continues on all floors and is 75% complete. Internal wall framing is under construction to basement, ground floor, first floor and attic floor. The plasterboard installation and gib-stopping has commenced on the attic floor. The first floor fit-out is ahead of schedule but there is a slight delay in the basement due to basebuild changes to the corridor ceilings. This delay does not affect the critical path of the programme.

At this stage, the basement will be complete in November, while the first floor and attic area are set to be completed by start of December, followed by the completion of the ground floor on 21 December. A weekly site and programme meeting is held every Monday to discuss issues raised and any changes to the sequencing of work to avoid any delay to the programme.

The Logie Gallery design was tendered to a shortlist of specialist suppliers, with the tender closing on 29 July. Only one response was received from the three shortlisted companies. The team is reviewing this and will continue to discuss with Financial Services how this result should be addressed.

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
- Kirkwood Ave Hall
- Head leases and standalone houses
- Existing UC temporary sites
- New temporary beds

1. Demand and supply of beds

The Capital Works team continue to monitor demand for accommodation, and are working with both the accommodation office and external consultants to confirm parameters for modelling required increases to supply. An update to the Student Accommodation Strategy 2014-2023 was completed by Price Waterhouse Coopers (PWC) during July, and this is being considered by the PCG in August with the proposal to develop a programme to address the identified bed shortfall over the next seven years.

2. Postgraduate apartments at Dovedale

Following the July PCG, the decision was taken to split this project into two stages with a Business Case being developed for August PCG endorsement and Council approvals which anticipates the development of 80 beds on the current tennis court and staff car park area ready for 2018. In parallel with this the team will revisit the brief for the education gym site taking account of the latest trends in accommodation supply, as demonstrated by developments such as Queen Mary at University of Sydney, and also the indicated increase demand for beds in the PWC report. This will inform the ongoing design process of this proposed development by the current design team, for an anticipated delivery date of this stage for 2019.

3. Undergraduate Hall of Residence

The June PCG confirmed that the Undergraduate Hall development is not required until 2020 in line with the latest demand reports. Work on this design will commence in 2017.

4. St Nicholas Hall (Kirkwood Avenue Halls)

The team has selected Naylor Love as the preferred contractor, and is now undertaking ECI with the design team. The intention is for the construction contract to be signed in September to allow procurement of any long lead time items prior to access on site on 31 October. Meetings with the purchasers of the site have confirmed the removal of various chattels that UC did not require, and that Bupa is on programme to release the site as expected.

5. Head leases and standalone houses

No change has been implemented to the work stream in the past month.

6. Existing UC Temporary Sites

In recognition of the site clearance date requirements and lease expiry dates for Waimairi Village and Waitakiri 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
Thursday 25 August	7pm - 8.30pm	John Britten Building	Parents as Career Educators seminar	Recruit
Tuesday 23 August	6pm - 8pm	ASB Showgrounds, Auckland	UC Engineering Info Evening (Auckland)	Recruitment & Retention
Tuesday 23 August	7 - 8pm	C3	UC Connect: Riding the exponential wave of change. Presented by Kaila Colbin, SingularityU	Engage
Thursday 25 August	TBC	Undercroft 101	EDP Thought Leadership Series: TBC with Geoff White (TradeAid)	Engage
Monday 29 August	2pm - 3pm	Undercroft 101	VC Forum (for direct reports of SMT members)	Engage
Thursday 1 September	10am - 11am	Undercroft 101	VC Forum (for direct reports of SMT members)	Connect
Thursday 1 - Friday 2 September	-	Ilam Homestead	Tertiary Counsellors Conference	Conference
Wednesday 7 September	7pm - 8pm	C3	UC Connect: Is New Zealand food safe? A toxicologist's view of food	Engage
Wednesday 14 September	7pm - 8pm	C2	UC Connect: EQC: a revenge comedy in the making. Presented by Dr Christina Stachurski	Engage
Wednesday 21 September	5.15pm - 7pm	Undercroft Common Area	Postgraduate Options Expo / Fair	Recruitment & Retention
Friday 23 September	3pm - 4pm	Undercroft 101	UC Connect: Dare to be Different. Presented by Rob Fyfe, CEO Icebreaker	Engage
Mon 26 Sep - Thu 6 Oct	10am - 4pm	Undercroft 101	XL October	Recruitment & Retention
Wednesday 28 September	5.30 - 8pm	John Britten Building	EDP Information Evening (MBA - External/Industry)	Recruitment & Retention

9.2.1 Appendix 3: VC Activities

Past	
28 July 2016	• Attended the Admin Plus Staff Length of Service Awards • Attended the Canterbury Learning and Legacy Sponsors Group Meeting
02 August 2016	• Hosted an SMT Development day
03 August 2016	• Hosted Sir John Armitt President of the Institution of Civil Engineers on campus • Hosted a community dinner alongside Sue McCormack and Keith Longden
05 August 2016	• Attended the UCSA Executive Reunion
06 August 2016	• Attended the UCSA Fundraising Function
08 August 2016	• Attended the International Education Brief at Christchurch City Council • Spoke at a Golden Key Event
11 & 12 August 2016	• Attended a Universities NZ Meeting for Vice-Chancellor's in Wellington
16 August 2016	• Attended Jo Tyndall's Lecture on Climate Change
22 August 2016	• Attended a Community Meeting
24 August 2016	• Spoke at the Tech Jump Start Awards
25 August 2016	• Attended the Governance Oversight Group Meeting
26 August 2016	• Attended the Malaysia Day Dinner

Upcoming Events	
02 September 2016	• Attending the Quake CoRE Board Meeting in Taupo
07 September 2016	• Hosting a Community Dinner alongside Dr John Wood and Jeff Field
08 September 2016	• Attending the Canterbury Recovery Learning and Legacy Sponsors Group
12 September 2016	• Hosting the CUEB Delegation
21 September 2016	• Hosting a VC Forum alongside the UCSA • Attending the Champion Canterbury Awards