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UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

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

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1. INTRODUCTION

2016 is a year for progressing and delivering on commitments the University has made.

Three clusters of activities will drive outcomes for the University in 2016. One cluster is around continuing recovery activities, another around growth and the third around transformation. Business as usual activities overlap both continuing recovery and growth activities. Growth and transformation expose the University to the greatest risks that must be managed. Each individual, department, College or Service Unit will face a different mix of these activities with legitimately different priorities and challenges to deliver the needed outcomes.

On the afternoon of Sunday 14 February the city was again shaken by an earthquake which, at a measured 5.7, triggered our policy of clearing buildings, closing campus and having structural engineers inspect key indicator buildings to assess the likelihood of structural damage on campus. The campus was closed for under five hours, re-opening just after 6pm after engineers concluded their survey. Some limited damage to wall linings and ceiling tiles was identified, almost entirely in buildings that had not yet been remediated. I would like to thank all staff who responded in a timely and orderly manner, enabling a swift and effective response.

2. STRATEGIC MATTERS

2.1 UC Futures

The UC Futures programme to support UC's recovery and transformation post-earthquake continues to progress well, though with some delays to construction projects. A meeting of the Governance Oversight Group was held on 16 February and received a full update, noting the need to change the debt to equity target in the Funding Agreement and the forecast breach in 2016 of the ratio of net cash flow from operating activities. Canterbury Engineering the Future project (CETF)

The decant of the Mechanical Wing and key parts of Civil Engineering are now moving to temporary premises, while their wings of the Engineering Precinct are remediated, refurbished and rebuilt. There have been unfortunate delays to the completion of the Chemical and Process Engineering and Electrical and Computer Engineering wings due to a range of issues, including the apparent partial collapse of a key design firm involved in detailing the laboratories.

Despite these setbacks, the College is experiencing unprecedented student applications and is working to accommodate additional student numbers. By mid-year, the students and staff of Electrical and Chemical are expected to be in their new facilities, and the "hub" is due for completion by October. Completion dates for Civil and Mechanical have not been affected and remain on schedule for early 2017. The Structural Engineering Lab, originally due for completion in mid-February 2016, should now be completed by 1 April 2016. The delay is largely due to the unexpected complexity of executing the positioning of anchor points in the strong wall.

The Electrical Link building has been brought under the control of the CETF Project Control Group. It now appears the cladding on the building may have not been water tight and may need to be replaced.

2.2 Rutherford Science and Innovation Centre (RSIC)

The first stage is well advanced, with the steel structure increasingly visible from many parts of the Ilam Campus. This building has two wings and includes the laboratories which cater for new ways of learning with appropriate levels of safety. The new buildings in this project are designed to work in concert with the Zoology and SBS buildings as a holistic science precinct, with indoor links between all the buildings.

Stage Two, the proposed replacement for the Von Haast building, will be the central linking building completing the precinct. Work is progressing to cost Stage Two and to report to the Council, Governance Oversight Group and Government on the options considered for this stage and the impact of them.

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

The College of Education, Health and Human Development is preparing to move to the Ilam Campus, only the second move since it was first established as the Christchurch Teachers College on Peterborough Street. A key element of the College's move from its current home on the Dovedale Campus move will be the integration of the Henry Field Library into the Puaka-James Hight library. This is being carefully considered, as budget for the move is limited.

Developed designs for the New Education (formerly Commerce) Building have been approved by the Project Control Group and fit-out costings are currently being considered. Audio-visual provisioning, a key element of the academic functioning of the building, is being carefully considered to ensure that modern teaching and learning methods are supported within the available budget.

Stage One of the project is facing cost pressure due to the unexpected cost of the substrate to support the facade and the initial estimates of fit-out exceed preliminary budget provisions. Overall, the project faces challenges to come in on budget (including the expenditure of all provisions and contingencies), and at this stage the project remains on a tight timeline to be complete by 30 June 2017.

2.4 UCSA

Passers-by will have noticed that the hoardings are being erected around the old UCSA building in preparation for demolition. For health and safety reasons, the UCSA Early Learning Centre will be moved to the former Early Learning Centre previously available on the Dovedale Campus.

2.5 Remediation Projects

The School of Biological Sciences seismic strengthening will now be subject of a separate business case later in the year.

2.6 International Growth

International applications have increased markedly on last year's volume. Some of this increase is as a result of a process change which means that incomplete applications are fully included in the figures. However, even taking this into account, UC is experiencing a resurgence of international enrolments with the effects of the earthquake appearing to be largely gone. Some programmes are now limiting their intake of international students to manage the best mix to achieve the best outcomes for students. Another approach would be to increase domestic enrolments.

This year will give UC an opportunity to further develop its approach to, and support for, international students for whom English is a second language. To this end, we are looking at the potential to use an online self-diagnostic tool for these students.

2.7 Graduate Profile

The review and development of the Bachelor of Commerce continues to lead the University's reaction to the introduction of the graduate attributes. The new developments for the degree are targeted at CUAP this year. The College of Arts is continuing to develop a Global 'hub' to support the global awareness attribute.

2.7.1 Graduate Attributes

Colleges and Faculties are assessing how well extant courses meet the graduate attributes and learning objectives. University Council will hold a workshop on 24 February to review progress in planning for and giving effect to the Graduate Profile.

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.

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.

The launch of the Centre of the Entrepreneurship occurred on 3 February, further information is included below.

The relocation of the Careers Advisory Service from Alice Candy House to the centre of campus in the ground floor of the refurbished Geography building is in part aimed at raising the profile and accessibility of the service which also supports internship placements.

Attribute 3: Biculturally competent and confident

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

Staff of the Office of the Assistant Vice-Chancellor Māori have led several sessions of Tangata Tū, Tangata Ora during January and early February, some of which were delivered to faculty which had requested this professional development programme for their team before Semester One began. Similar developmental opportunities have been delivered to Campus Living Villages residential assistants and to the 2016 UCSA Executive. Feedback from participants has been very positive.

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.

The College of Business and Law is planning to run the very successful 21 Day Challenge again in 2016 with the focus on a Pacific Island community.

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.

2.8 Productivity Commission

Late last year the Government announced the Productivity Commission would be undertaking a year-long investigation into tertiary education in New Zealand. The process involves the Government issuing a terms of reference for the study (completed), the Commission preparing an issues paper (due February) which is the basis for consultation with a wide range of interested parties followed by them issuing a draft report of their findings (expected in September 2016). The report is then subject to further consultation before being finalised (early 2017). Universities NZ will make a submission. The University Council will decide if UC is to make a submission in its own right.

In the meantime the Labour Opposition has released its policy to phase in over nine years, starting in 2019, of up to three years of free tertiary education for all New Zealanders who have not already completed three years of tertiary study.

3. CHALLENGE

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

3.1 International relationships and partnerships for growth

3.1.1 International partnerships

The Partnerships team has focused on the CHCH101 Strengthening Communities through Social Innovation summer course, which ran from from January 18 to February 5. We have 31 students enrolled in the course (eight from Beihang University, China, 16 from Peking University, China and seven from Adelaide University, Australia). Last year we had four students from Peking University and nine students from Adelaide University.

We are taking an active role to give the students from these three key partner universities a unique experience both inside and outside the classroom.

Other key initiatives for December and January included the draft proposal for an International Links Policy, which establishes critical guidelines for the formation and management of ongoing partnerships. This is part of the “fewer better” strategy as UC moves forward.

3.1.2 UCXchange

In late December, UC signed the agreement to become an official member of the Global Engineering Education Exchange (“Global E3”), an international educational exchange programme for engineering students comprised of a network of 70 member institutions from 24 countries. Membership of this consortium will open up a number of opportunities for UC engineering students and it is expected that UC will begin exchanging students through the consortium in Semester Two.

The regulations and policy for OE with UC (the offer of free return economy airfares for 2015 first year students participating in the Student Exchange programme) are being finalised. The first eligible student who will benefit from this offer will commence her exchange to Japan in April 2016.

In response to recent terrorist attacks overseas, safety advice for UC students participating in the exchange programme has been reviewed by the Senior Risk and Insurance Advisor and the IRO. A Travel Risk video has been produced specifically for outbound UC students and is available for students to view online.

3.1.3 Study Abroad

In January 2016, UC was accepted as a Commitment Partner in the US Institute of International Education (IIE) Generation Study Abroad initiative. This is a five-year initiative with an ambitious target to significantly increase the number of US students studying abroad by the end of the decade. Participation in this initiative will allow UC to network with US universities that have committed to specific goals to increase the number of US students studying abroad.

Planning has started for recruitment travel to the US in late March 2016, with a focus on new partner development. The Mobility team is also preparing for the arrival and enrolment of the February intake, with a combined total of over 230 Study Abroad and Exchange students expected to enrol in February. Preparation has also commenced for upcoming Study Abroad advisor site visits to UC in February and March.

3.2 International Recruitment (including in-country international students)

Full fee students from domestic high schools are predicted to increase from 38 in 2015 to more than 90 in 2016. This significant increase has resulted from increased concentration on Canterbury schools and the introduction of specific Deans Awards for certain Canterbury high schools. The call plan for local high schools will start in February, in conjunction with the Liaison team.

Work has been progressing with Marketing on the new International Student Guide, which focuses on why international students should come to New Zealand, Christchurch and UC. It will be used as a sales document in conjunction with the prospectus.

3.2.1 Malaysia, Singapore and Indonesia

December activities for Malaysian, Singaporean and Indonesian markets have focused mainly on conversion and following up with students to accept offers, and with agents regarding incomplete applications. A review of the Indonesian Country Strategy has been completed. Additional work has also been completed on the 2016 Arrival Guide.

3.2.2 South Asia and India

We have hosted key visits from the founder of Edwise – one of our key agencies. The UC India representative made her annual trip to UC in late January, taking the opportunity to meet with Colleges, get updated on course changes, connect with the University, and enhance her knowledge of it.

Planning has started for February recruitment activities in India and involves an Indian alumni for the first time. Attendance at three key Edwise fairs is a key element. These were offered free of charge by the founder in December 2015.

3.2.3 China

Chinese applications are steady and we expect to see further progress once the appointment of the in-country manager is finalised. The proposed start date is mid-February. The agreed targets are 100 new to UCIC and 70 new to UC. This will meet the International Growth Strategy (IGS) requirements and provide a clear target for the China representative.

3.2.4 Processing and Capacity Issues

We are working on a number of issues to ensure capacity limits and concerns over balance do not impact on the achievement of full fee targets.

Capacity issues – IRO has been working with colleges to identify programmes where capacity is a constraint and providing support to manage these issues. This is an ongoing concern with both the Executive Development Programmes and the Masters of Engineering Studies Programmes, both noting capacity as a key reason for not accepting further students.

Processing Issues – As at 29 January 2016, the triage of the UC Admissions inbox was 100% up to date with zero backlog. This is critical, as these emails often contain documents needed for full offers and also new applications for later intakes. The challenge is now to provide support to Admissions to ensure that processing times meet market expectations.

A new Student Services Innovation Manager has been appointed. Additional resources have been put in place and strategies to improve planning, as well as more closely match capacity with workflow will be implemented over the next few months.

3.3 Marketing and Recruitment

The first quarter of 2016 is focused on preparation for campaigns and publications to support recruitment.

A range of campaigns will roll out from March 2016 – These include a UCMe brand campaign which will utilise online, outdoor and radio, an Open Day promotion and UC GO Canterbury campaign which will take our Auckland-specific offer to market. These and other marketing efforts will be supported by a series of photos aiming to better highlight the learning opportunities available in each of the colleges.

The Web Content Management System project team (phase two) is being supported by the Marketing digital team. International pages will be launched in early February followed by postgraduate pages.

Social media activity continues to be high with an increased emphasis on Twitter and Instagram. A series of UC 7 landing pages is being developed that will incorporate the videos completed in 2015.

The *Introduction to UC* publication has gone to print and will be available for Liaison to take to schools in February. Work has started on the undergraduate profile and the seven discipline publications.

3.3.1 Liaison

Following NCEA results, the Liaison team has been working primarily with students who have failed University Entrance, and discussing their options. The team had 201 appointments in January and a large number of phone calls. Around 100 students who have been directed to Hagley Community College's catch up summer programme have been visited in class, and the team will carry out further visits to encourage students to complete their credits and assist with progression through to UC. Where able, the team has assisted the Contact Centre and Colleges to assist with getting out enrolment offers.

Coordination of the hosting of local schools at Crusaders games by Liaison has also started. The Year 13 Deans at Cashmere, Papanui, Christchurch Girls', Avonside Girls', and Lincoln High have been invited to the first Christchurch game (27 February).

Local schools who participate in our Future Problem Solving programme have been contacted regarding proposed dates for 2016, and UC staff who could speak at this event are being sought.

The new principal of Hagley High had asked the Vice-Chancellor to address his teaching staff and was accompanied by a number of UC staff when addressing about 120 staff.

The team has also assisted the College of Business and Law by attending the College morning tea for new students. This was well attended by students still in the process of enrolment, many of whom benefitted from access to staff to answer questions.

3.3.2 Admissions and Enrolments

A total of 429 admission *ad eundem statum* (AES) applications were received to 28 January. This compares with 348 and 347 AES applications received in January in 2014 and 2015.

AES Admission decisions: Number and type made from 1 to 28 January 2016:

	Total	Undergraduate	COP	Postgraduate	PhD/EdD*
Full offer	99	34	19	29	17
Conditional offer	40	20	0	14	6
Declined	50	15	0	34	1
Total	189	69	19	77	24

The main activity in February is facilitating the completion of student enrolments before the start of Semester One, as well as processing of international applications for Semester Two and 2017.

3.3.3 Enrolment

About 3,126 people visited Student Services during January – well up from the 1,433 in 2015. Of these 1,751 were assisted by our Information Desk – up from 551 in 2015 and a further 532 have been assisted by the Enrolments Team – up from 323 in 2015. The Contact Centre answered 5,511 calls and responded to 2,310 emails and directly answered 1,681 emails.

	Headcount					EFTS		EFTS				
	Applications to Enrol					Actual Enrolment		Full Year Enrolled				
	ATE Enrolment Week: 19 (06/02/2016)					Enrolment Week 6: (06/02/2016)		Actual	Actual	Actual	Actual	Budget
	2012	2013	2014	2015	2016	2015	2016	2012	2013	2014	2015	2016
Domestic 1st Year	3,365	3,281	3,221	3,349	4,027	1,639	1,864	2,875	2,886	2,922	2,974	
Returning	9,727	8,593	8,046	7,773	7,899	5,131	5,141	9,459	8,495	8,245	8,079	
Total	13,092	11,874	11,267	11,122	11,926	6,770	7,004	12,334	11,381	11,167	11,053	11,234
International 1st Year	1,220	1,489	2,215	2,487	3,070	32	80	291	304	336	445	
Returning	613	611	516	514	610	47	60	546	495	439	434	
Total	1,833	2,100	2,731	3,001	3,680	80	140	837	799	775	878	1,034
								-	-	-	-	
Total	**14,925**	**13,974**	**13,998**	**14,123**	**15,606**	**6,850**	**7,144**	**13,171**	**12,180**	**11,943**	**11,931**	**12,268**

- 2015/6 Budget and Forecast is not calculated down to year at UC
- Enrolment week data is based on data snapped at the end of each week and compared to the same week in prior years. The Saturday date will differ slightly between years, ie Sat the 11th of November one year and then Sat 9th the next.
- ATE data is based on student headcount and based on the students citizenship status rather than fee type. Enrolments data is based on EFTS and the students fee type (Domestic or International).

3.4 Scholarships

The first scholarships using the online Community Force tool for submitting applications closed in January. Confirmation of scholarship awards to first year recipients following NCEA results has been completed.

3.5 Accommodation

On-Campus Accommodation

As expected a 20% increase in applications from international students into self-catered accommodation has been achieved, with a few more NZAID applications still anticipated. A number of expected withdrawals have resulted in vacancies in a few halls and applications remain open. Efforts are being made to communicate this availability.

Airport greeters will be welcoming new international students on arrival at Christchurch International Airport leading up to the start of Semester One. This was a great success in Semester Two, improving the arrival experience for our international cohort.

It would appear all halls and temporary accommodation will be full at the start of the semester.

Off-Campus Accommodation

We are currently at 68% occupancy with a further eight ensuite rooms becoming available in February. We have 14 singles, one couple and six families in affiliated housing with a further eight singles, one couple and one family still to arrive. Off-campus housing is currently meeting demand and more focus will be given to creating a community environment within and between those properties. Managing student expectations and budgets is continuing to be a challenge.

A"Guide to Flatting" aimed at first-time flatters has been prepared and will be available shortly.

3.6 Academic Skills

Once again the question of early indicators of engagement with learning by students has been raised. While some staff see the advantage of establishing evidence of engagement early in the first term, some do not. We are investigating if there are proxies for engagement that might be drawn from student behaviour such as logging onto LEARN or entering the library and withdrawing library materials, the absence of which might go some way to triggering early intervention and the offer of support.

The issue of early access to LEARN and on line resources, including timetables, will again arise as we have yet to make the investment to resolve the identity management system inflexibility which lies at the heart of this problem.

Postgraduate students are an increasingly important segment of ASC's work, and are catered for in one-on-one consultations, generic skills courses, embedded teaching, and the annual GradFest. Some students access ASC services of their own volition, but an increasing number are referred by supervisors. Students can be assisted at any point in their study, ranging from the early stages of proposal writing to the months just prior to thesis submission.

Postgraduates' uptake of one-on-one consultations with Learning Advisors is disproportionately high relative to their percentage of the overall student population. In 2015, descriptive statistics reveal that 64% of all ASC consultations (where n = 2,813) were at the undergraduate level, whereas 36% were at the post-graduate level. Given that in 2015 postgraduate students represented only 19% of the overall student population, their overrepresentation in ASC consultations is striking. Also noteworthy is that this figure represents a 25.5% increase in postgraduate appointments with ASC relative to 2014 levels.

Courses in generic skills targeted at postgraduate students (both thesis writers and honours students) are offered throughout the year, and include topics such as proposal writing, literature reviews, the long research essay, time management, and written style.

Postgraduate embedded teaching for 2015 included sessions for courses in Engineering Geology, Palliative Care, Writing for Computer Science, Issues in New Zealand History, Advanced Industrial and Organisational Psychology, and for the Freshwater Ecology Group.

ASC's annual postgraduate offerings culminate in Gradfest, held in November each year. In 2015, ASC joined forces with the Library to provide a concentrated set of workshops on academic and research skills, as well as practical guidance on topics such as writing CVs and cover letters, and gaining ethics approval (offered by Careers and the Academic Services Group). This event also provides a valuable opportunity for postgraduate students from across the campus to get acquainted and share their experiences at UC. As an indication of its popularity, Gradfest saw a more than 50% increase in enrolments between 2014 and 2015.

In a new initiative for 2016, ASC will also offer a comprehensive 22-hour course for ESOL students entitled "Reading and Writing for English Language Learners".

This course was developed partly in response to students' demonstrated need at ASC, but also in response to University publications such as the 2015 report on the most recent UC supervisors' survey. The report highlighted "sizeable concern on the part of supervisors as to the general language capabilities of the postgraduate students they supervise", as well as noting that 73% of the 2015 PhD intake comprised international students. Details on the new course will be forthcoming on the ASC website. ASC anticipates and welcomes requests for assistance from postgraduate students and academics in 2016. Further investigation has started regarding enhanced support for English language learning.

3.7 Careers, internships and employment

February will see Careers Internships & Employment (CIE) in its new location on the ground floor of the Geography Building. This central location is both visible and accessible to students, academics and employers and provides greater flexibility for career education delivery, student, employer and community engagement. In addition to a seminar/workshop room, the new location offers a resource area and two interview rooms which will be utilised by employers of students and graduates, used for Skype interviews and interview coaching sessions.

There has been strong interest by employers in the 2016 UC Career Fairs with registrations for these events already high. This is a reflection of both the interest industry has in UC students and the reputation of the quality of UC Career Fairs. The 2016 career fair dates are:

Law Recruitment Evening - Thursday, 10 March 2016

Commerce Careers Fair - Thursday, 17 March 2016

Engineering and Science Careers Fair - Wednesday, 11 May 2016

Education Careers Fair – Tuesday, 12 July 2016

ICT Careers Fair - Tuesday, 2 August 2016

At this stage it is anticipated that following on from the successful Arts Degree Career Event last September, in 2016 there will be a series of such events with dates still to be announced. More details on these events are available on the CIE website: http://www.canterbury.ac.nz/careers/For/employers_careers_fair.shtml.

Priorities for CIE in the initial stages of 2016 are utilising social media more (in response to student feedback), providing more comprehensive and targeted career education support to International students and working with academics to look at ways in which their students can be exposed to more career education as part of their courses.

3.8 Disability Resource Service

At the completion of the 2015 Academic Year the Disability Resource Service team (DRS) supported 458 students, representing a 10.4% increase on the number of students registered at the end of 2014.

No. of Students by Disability Type 2015	
Disability	**Count of Disability**
ASD	23
Blind	2
Deaf	2
Hearing Impairment	8
Medical Condition	91
Mental Health	91
Mobility Impairment	7
SLD	159
Temporary Impairment	62
Vision Impairment	13

This table represents the primary disability our registered students identify with.

DRS advisors are busy enrolling, interviewing, and writing up support plans for new and returning students. Alternative Format Centre (AFC) staff have begun to reformat students' textbooks and class material.

3.9 Student Development Team

3.9.1 Academic Progress Review

This month the team completed its call-out project to all excluded students following the Academic Progress Review. A total of 210 students were contacted and in phase one the team has engaged with 20% of them. In phase two, the team aims to email 500 students who have received warning or advice letters. This project will be done in cooperation with each College to help reduce the number of students identified as "students at risk".

3.9.2 NZ Scholarships

The NZ Aid scholarship is changing its name to NZ Scholarships – this is geared towards celebrating scholars by giving them a more welcoming name and a positive status description. We are expecting a total of 32 new NZ Scholarship students in 2016 – 20% more than last year. Fifteen of those students have already arrived, with the remainder due in the next few months.

Student Development is coordinating the delivery of a three-week orientation for these students. Get Connected (the 'trade name' for the NZ Scholarship orientation) is part of our new Connections Programme, which is the umbrella programme with comprehensive engagements through 11 social and academic events taking place during the academic year. The programme aims to help students build a support network, belong to a community, and stay informed. We look forward to measuring how this new programme contributes to the NZ Scholars' success.

3.10 Pacific Development

The Pacific Development Team has been supporting current students through the academic review process over the past two weeks.

Preparations for orientation week are well in hand. There will be a number of activities for Pasifika students happening throughout this week with the main Pasifika event for first-year students – Get FRESH – happening on Thursday 18 February in Undercroft 101. All Pacific students will be encouraged to attend the main UC Orientation on Friday. The Pasifika Welcome Day, organised for all Pasifika students, new and returning, staff and community will take place on Saturday 27 February in the Central Lecture Theatre block. All staff are welcome to attend the Pasifika Welcome Day.

Some restructuring of the Pasifika Development Team has been completed, with the number of Pacific Advisors reduced from four to three and a new role of Kaiārahi Pasifika established. Recruitment of an Acting Director, Pasifika Development has started to cover for the current Director's six month secondment as Acting Director Student Success.

Student Transitions & Experience Programmes

The team (formerly Bridging Programmes and Student Experience) has relocated to Alice Candy House and preparations for the start of year activities are well in hand, as are those for UC Mentoring and ELDP scholarships.

Implementing the *Go Canterbury* vision of a living-learning community with an exhilarating year-long schedule of outdoor excursions and academic development has also started. Student experience and activity

3.11 UC RecCentre

3.11.1 Membership & Attendance

The RecCentre has seen a steady start to the year with a little over 13,000 visits in January. This is on par with last year. Our membership still sits at 8995, of which 8,362 are UC Students. 2015 Student memberships expire on 28 February, with all students required to register again from February 1.

3.11.2 New Programmes

TeachMe is a series of free 30 minute Intro sessions using an education-based approach. TeachMe will eventually replace our free StartMe programmes. The intent is to teach the tools, concepts and techniques to help students navigate the internet-based programmes they see, and to create their own fitness programmes. These sessions allow delivery of information to small groups in an interactive way, utilising staff resource more effectively. It also gives the students and members opportunities to meet others in the gym environment. After a successful trial last year, the programme is being expanded to run year round, and to cover more aspects of training. Personalised programmes (SteerMe) and Personal training (PushMe) will still be available for those who want complete guidance, and a low fee will continue to be charged.

Small Group Training will continue to be offered in 2016. This year, all the favourites have remained (a mix of Fitness and MindBody courses) for Term One. It is also planned to introduce a couple new short courses in Term Two and Three – Nutrition for Health and Wellness and a Ballet Barre course. We expect both to be popular.

3.12 UC Sport

Following discussions and a review of the nature of sport at UC in 2015 aiming to coordinate all sport resources under one banner the 'UC Sport Statement of Purpose' was developed and presented to JOAB, the joint UC and UCSA Advisory Board. This was well received and will see UC Sport entrusted with providing a streamlined and coordinated approach for all non-academic sport at UC.

UC Sport will maintain relationships both inside and outside of the University community to manage physical and financial resources in order to promote sport. UC Sport provides the operational oversight of the UC sport programmes, facilities and services. This will still involve ongoing consultation with the UCSA in matters regarding student success through sport.

Late in 2015 we started work with UCRFC (UC Rugby) on a development tour to Melbourne University. This will take place in early March 2016 and will see the team play against the Melbourne University rugby team, have access to the Melbourne Rebels training facility, the Melbourne Storm NRL franchise and engagement with Melbourne University staff. This is seen as a key factor in recruitment of student-athletes to UC Rugby, with a focus to develop 'better people'. This trip aims to establish long-term links with Melbourne University for sports exchanges.

UC Sport has initiated a recruitment plan directed towards unsuccessful UC Foundation Sport scholarship applicants. Our focus was to provide an opportunity to engage with this cohort and offer selected athletes a place in a sport development programme.

The Emerging Athlete Programme (2016 pilot) has recruited 15+ first year student-athletes that did not receive a sport scholarship. There were more than 130 applications for the UC Foundation Sport scholarship. UC Sport staff then made call-outs to the top 40 ranked applicants, asking if they had made a decision on University study, and if not, discussing the benefits of UC, its sport programmes and offering them a position in our Emerging Athlete program. From the identified group we have confirmed:

- 21 students were identified to offer
- 15 accepted an offer to join the programme
- 3 awaiting confirmation
- 1 declined and 1 taking Gap year (but very keen to come in 2017)

During conversations at least seven students identified this offer as the deciding factor in attending UC, as they were still reviewing other options for study.The programme itself closely mirrors that of our Athlete Development Programme. The new programme will provide strength and conditioning support, student-athlete mentoring, athlete education workshops, access to academic and lifestyle support (including meet/info with Student Success representatives and other associated groups), and access to sport science services. UC Sport will pilot this programme for 2016 under our current budget, so no additional cost and no associated cost to the participants, and review for future continuation prior to submission of 2017 budget. We believe this is a solid initial response to our recruitment drive and shows the ability to provide effective sport programmes and opportunities to prospective students as a key recruitment strategy to invest in.

A New Zealand Tertiary sport competition will be reintroduced in 2016. This competition has been redeveloped to have a competitive focus and importantly provide a pathway for student athletes to compete and be selected to higher honours. *University & Tertiary Sport NZ* will coordinate the competition comprised of eight events throughout the calendar year. UC Sport will be working with the UCSA to promote and send competitive teams to these events.

3.13 Māori Development Team

The Māori Development Team has carried out a phone calling project over the summer to contact ATE students and help them complete the enrolment process. This has also involved meeting with ATE students and their whānau on campus to discuss course options, degree planning and answer questions. The Māori Development Team have also been preparing for the Māori Orientation programme, which has an increased number of new to UC students registered to attend.

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 DVC Research

The recruitment process for the position of Deputy Vice-Chancellor (Research & Innovation) in anticipation of Professor Weaver's retirement at the end of May has commenced. Applications have now closed and the long list has been reviewed. A replacement for the Director of Research & Innovation following the retirement of Dr Nigel Johnson is on hold pending the appointment of a new DVC(R&I). In the meantime, Dr Maxine Bryant has been appointed Acting Director of Research Management in R&I and Mr Bill Lee as Commercial Director.

Professor Jon Harding has been appointed Dean of Postgraduate Research in succession to Professor Lucy Johnston who has departed to Newcastle University, NSW.

We are pleased to report a record value of $47.2m for the total contract value of External Research Grants executed for 2015. This figure includes funding received for the QuakeCoRE Centre of Research Excellence.

Doctoral enrolments for 2015 totalled 225. This compares with 214 and 208 in the previous two years and is a new record. In 2015, 163 doctoral theses spanning 53 disciplines were submitted for examination. The median time for submission was 3.83 EFTS or 3.58 EFTS when earthquake-based extensions were excluded. These times are an improvement (i.e. lower) than the 2014 figures. A total of 230 Masters theses were submitted for examination in 2015 an increase of seven on the 2014 figure.

In 2015, the PBRF stocktake of research portfolios was completed for four colleges. The College of Business & Law followed an internal process but all five colleges will now participate in the 2016 PBRF stocktake. PBRF grade estimates are being used to assist individuals to strengthen their research portfolios in the run up to the formal PBRF assessment exercise in 2018.

The Tertiary Education Commission (TEC) has announced the appointment of Deputy Chairs and initial panel members for the 13 peer review panels for the 2018 PBRF Quality Evaluation. I am pleased to confirm that ten UC academics have been selected to serve on the various PBRF panels.

Two University of Canterbury academics have been selected as Deputy Chairs:

- Professor Karen Scott, Deputy Chair of the Humanities & Law panel
- Professor Andrew Cockburn, Deputy Chair of the Mathematics, Information Sciences & Technology panel

Eight University of Canterbury academics have been selected in the first cohort of panellists:

- Distinguished Professor David Schiel, Biological Sciences panel
- Professor Adrian Sawyer, Business & Economics panel
- Distinguished Professor Niki Davis, Education panel
- Distinguished Professor Geoff Chase, Engineering, Technology & Architecture panel
- Professor Neville Watson, Engineering, Technology & Architecture panel
- Professor Mike Robb, Health
- Professor Jennifer Brown, Mathematics, Information Sciences & Technology panel
- Professor Steven Ratuva, Pacific Research

Professor Paula Jameson was previously confirmed as the Chief Moderator for the 2018 Quality Evaluation.

A concerted effort will again be made to encourage academic staff knowledgeable about UC to engage with the QS rankings exercise. In the case of our staff, by encouraging them to have colleagues at other institutions contribute to the survey. In the case of employers, we need to do a better job in encouraging them to engage with the QS survey. The DVC(R) will be leading these initiatives over the next three months and your support is much appreciated. QS rankings, and increasingly subject rankings, are one of the significant drivers of perceptions of quality, especially among prospective international students and foreign government scholarship funding agencies.

4.2 DVC Academic

4.2.1 Academic Progress

In terms of academic matters the review of academic progress is now almost complete. Students are reviewed at the end of Semester One and Semester Two with outcomes including no action, warnings, award exclusions, faculty exclusions and university exclusions. For the Semester Two review students receive notification of the outcome after the release of marks and are then able to ask for the decision to be reviewed. Ultimately this can lead to a review by a committee chaired by the DVC(A). Only a few decisions have been overturned, although about four reviews are still to be heard. It is apparent that a number of students have very difficult personal circumstances – medical or otherwise – that impact upon their study. Of particular concern was the case of one student who had been put forward for faculty exclusion, yet had unmarked material for a course completed in Semester Two.

The initial draft of the internal audit of course advising has been received, reviewed by management and is the subject of ongoing discussion with the auditors.

4.2.2 SMS Programme

We have received the consultants' report outlining a future process model. The report has been checked for factual accuracy, and whilst some additional work is needed to finalise it, the report has highlighted a number of academic processes that should be reviewed and simplified. The report confirms that our reviews of processes such as prerequisites and programme admission are necessary if we are to successfully simplify (where appropriate) academic administration.

We have now drafted a new set of General Course and Examination Regulations and have also finished a draft regulation set for the Bachelor of Arts. This will now be sent to the College and Faculty for discussion and feedback. The intent is to proceed with a review of other large degree programme regulations this year. The intent is to simplify the format of our regulations and to remove material that is often of an advisory rather than regulatory nature. Advisory material will be provided in another form to ensure students and staff still have access to it.

4.2.3 New Qualifications

In 2015 the following new qualifications were confirmed by CUAP:

Round 1:

Master of Linguistics, Master of European Union Studies, Master of Teaching English to Speakers of Other Languages, Master of Antarctic Studies, Master of Business Information Systems, Postgraduate Diploma in Business Information Systems, Certificate in Sport Coaching, Postgraduate Certificate in Digital Humanities.

Round 2:

Master of Health Sciences Professional Practice, Master of Urban Resilience and Renewal, Master of Disaster Risk and Resilience, Postgraduate Diploma in Arts, Postgraduate Certificate in Arts, Diploma in Global Humanitarian Engineering, Postgraduate Certificate in Teaching English to Speakers of Other Languages.

4.2.4 Conjoint Degrees

Academic Administration Committee is to consider the merits of conjoint degrees as offered by some other New Zealand Universities.

4.2.5 Pathways

The opportunities for prospective students to enrol in their first degree with a clear intention to progress and complete a professional masters qualification creates new "programmes of study" such as the BA, or BCom, or BSc completed in three years followed by a one year taught masters in Teacher Education, Business or other post graduate certificate or diploma. Effort is going into existing degrees so they can be promoted not only to currently enrolled students but also prospective students planning on entering in 2017.

4.2.6 Tribal Benchmarking

For some years now the TEC has commissioned Tribal to prepare comparative data on the costs of delivery of a range of academic programmes by New Zealand Universities. Late last year we received a presentation on the data gathered in relation to 2014. The analysis identified some areas for further investigation including our apparent excessive amount of space, high amounts of time across the institution used in activities staff attributed to HR and Finance activities, an apparently high cost of library services and a number of disciplines which appear to have relatively high costs of delivery. As we seek to find resources to support growing demands in some areas, there will be increased emphasis on understanding areas which appear to have relatively high costs.

5. CONNECT

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

5.1 Communications and Engagement

5.1.1 Media

UC media highlights in December-January media coverage were wide-ranging. Local, national and overseas media covered the first public display of UC's copy of the Magna Carta, the oldest copy in New Zealand, which belonged to Henry VIII's divorce lawyer, Richard Sampson, as early as 1536. This was covered by TV3, TVNZ and SBS in Australia.

The UC falcon, Tappe, continued to attract positive publicity while training to patrol his territory above the campus and disperse pigeons. Aside from the UC falcon, Dr Jarrod Gilbert's issue with the Police over access to research data made him the most prominent UC newsmaker in December, while new Dean of Law Ursula Cheer provided media commentary on current legal matters.

UC renewed its long-standing partnership with Earth & Sky Ltd at the University of Canterbury Mt John Observatory in Tekapo for another 10 years.

Also in December, media releases and direct pitches to journalists generated news including marine scientist Distinguished Professor David Schiel's award of Science Communicator of the Year, and UC Motorsport students heading to Melbourne where they acquitted themselves very well. The UCSA building farewell and the development of potato plants that are potentially resistant to cadmium also generated news items.

UC Fulbright scholars traveling to the United States and new UC graduates, including from the Ngai Tahu Research Centre, the first BCJ and a blind computer programmer, were prominently featured in local media, as were the UC Innovators in the Summer Start-up programme.

5.2 Stakeholder Relations

In the Community Relations space preparations are in hand for start of year communications with neighbours around the time of Orientation. Academic as well as social activities will be supported during O-Week (15 Feb – 6 March). Mail drops and post event clean-up activities around the perimeter of campus are planned by UCSA.

The first Community meeting for 2016 had a very low number of RSVPs and was cancelled. Information that would have been provided at the meeting was distributed by email.

5.3 Events

The Events team is hard at work on student Orientation, and implementing a full calendar of events for 2016. It is leading UC's partnership with the SVA, Crusaders, Tactix and the Christchurch School of Music.

Key ongoing focuses will be to help with the overhaul of the Student Volunteer Army website and secure dates for speaking events at UC.

The Governor General is visiting the campus early in March.

5.4 Alumni and Development

Philanthropic Income	2015	= $7,812,018 (plus investment income 7.7%)
Distributions	2015	= $5,637,813
Income	Jan 2016	= $768,822.02
Distributions	2016	= $143,574.87

5.4.1 Development

Before we embark on our objectives for 2016 it's important to take a moment to celebrate the success of 2015. It was a record breaking year for fundraising, investment income and distributions to the University in support of students, teaching and research, buildings and facilities.

- UC Foundation income target for 2016 is $8.75m and our funding priorities as identified by the University and agreed with the Board of Trustees are:
- UCQC: continue to support the Quake centre proposals, donors and objectives
- Arts Centre: fundraising for the move of Classics and Music to the old town site
- UCSA Building :a $5m campaign over three years
- Scholarships and student projects to assist with recruitment and retention
- Health related research and teaching e.g. Rose Centre, Pukemanu Centre
- Centre for Entrepreneurship and Innovation funding

Annual Fund (regular giving campaign) – target of 1,300 donors, $350k for:

- Child Psychology (Pukemanu Centre)
- Scholarships (Bright Start)

- Rose Centre (Stroke Research)
- Pasifika Outreach Programme

Corporate sponsorship of teaching positions and naming of buildings and facilities.

Funds pledged in 2016 (gift agreements, recurring gifts and invoices) currently stand at $3.6m for the year. A major gift has also been confirmed to support the move to the Arts Centre and the development of the University's collection of classical antiquities.

5.4.2 Stewardship

UC is seeking legislative change to clarify and support the pooling of trust funds for investment purposes.

Donor thank you events are booked for Wellington, Auckland and Christchurch. Scholarship recipients have been encouraged to write to the donors, which has been well received. One donor has since confirmed a $100k legacy to establish their scholarship in perpetuity.

5.4.3 Alumni

Preparations for another busy year are under way with trips to the UK, US, and Malaysia as well as supporting events in China hosted by colleagues in IRO. The procession in the city at the end of 2016 will require considerable planning and collaboration with colleagues in Events and Communications as well as the local council and support services.

At the end of February there is a Family Fun Day for Alumni, Staff and their families being held on the Ilam Homestead property.

6. ENABLERS

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

6.1 Staff Matters

Clarification of processes following a finding by the Academic Promotions Appeal Committee of a failure of process that was not adequately mitigated is being undertaken. As these appeals have been rare over recent years and can only be based on a failure of process, some thought has gone into clarifying options following a failure of process.

Consideration is also being given to the value and form of surveys in 2016 which might give insight into staff engagement and organisational culture with the intention of understanding further how we can be both more effective and more efficient in achieving our goal of promoting a world-class learning environment. While the intention had been to re-run the University wide Voice Survey, there may be less costly, more targeted approaches that should be considered.

The new Course and Teaching Surveys, piloted last year, will be rolled out this year by the DVC(A).

6.2 Infrastructure

Finalisation and publication of the Campus Master Plan, including retail strategy, is progressing. An integrated Campus Transport and Parking Plan is to be prepared for consideration by the University Council before September 2016 and the review of parking charges for 2017 and beyond.

As an initial step in re-initiating the discussion of an appropriate sustainability policy for the University, a review of such policies for similar institutions has been initiated. It is intended that a draft policy could then be developed for consultation with stakeholders, including Academic Board, before being considered by the University Council later in the year.

Academic Board may have further advice to the University Council on academic matters associated with the current space allocation policy to add to the advice offered late last year which was conveyed to Council.

The review of the District Plan led to the extension and specification of the boundaries of the Ilam Heritage Gardens and the area around Okeover House bounded by University Drive, Science Road and Ilam Road. Any activity in these areas requiring a building consent would require that the application for consent be notified. A complex matter relating to permitted activities under the Airport's noise corridor which covers two thirds of the campus has also arisen and is the subject of submissions by the University.

Details of building status are contained in the appendix.

6.3 ICT Graduate School

We have yet to finalise the contract with TEC and the associated consortium agreements however it is now likely the project will proceed under UC's hosting, subject to University Council approval.

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

January 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	22,121	21,591	*530*	323,214	0	*(323,214)*
Total Operating Expenditure	21,960	26,703	*4,743*	336,871	0	*336,871*
Net Surplus/(Deficit)	**161**	**(5,112)**	**5,273**	**(13,657)**	**0**	**13,657**
Net Surplus/(Deficit) as a % of Total Operating Income	0.7%	(23.7%)		(4.2%)	#DIV/0!	
University Total Capital Expenditure	**11,563**	**23,705**	***12,142***	**274,635**	**0**	***274,635***

* 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 January 2016. The positive variance is due to other Government grants. Actual Total Operating Expenditure is favourable to budget. The favourable variance relates to operating expenses, total personnel expenses and depreciation.

We had been budgeting for an operating **deficit** as at the end of January 2016 of $5.112 million, but have returned an operating **surplus** of $0.161 million. The difference is thought to be mostly phasing.

Capital expenditure is currently $12.142 million below budget. $10.020 million of the expenditure is UC Futures related against a year to date budget of $16.628 million. At this stage of the year the 'business as usual' capital spend, against budget, is favourable by $6.624 million.

7.1 Cash Flow

The January 2016 cash position of $240.476 million is higher than budget by $38.323 million due largely to higher than expected balances at 31 December 2015. We are holding adequate short term cash reserves to meet expected capital costs for the CETF and RSIC projects.

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

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

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

7.2 Working capital

Working capital was adequate as at year end. Working capital[1] of $205.609 million at 31 January 2016 is $39.281 million more than budget, mostly due to the additional cash balances (see above).

7.3 High Court action on high country leases

The High Court hearing was held on 22 June and the decision was released just before Christmas. The University's application for a stay of proceedings was upheld and the University has reasserted its desire for arbitration on the lease rentals to proceed. An appeal against the stay of proceedings has been lodged by the lessees.

7.4 Craigieburn arbitration

The arbitrator's decision has now been released to the parties and the lessee has advised that he wants to renew the lease. The University is seeking payment of rental arrears and arbitration legal costs. Decisions under the Arbitration Act are confidential.

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

7.5 Arts Centre

Work continues on both design and fundraising. There has been further slippage in the hand over date which is now not expected before the third quarter of 2016.

8. COLLEGE SUMMARIES

8.1 College of Arts (Te Rāngai Toi Tangata)

Several new qualifications in Arts are being offered for the first time in 2016. These include Postgraduate Certificates and Diplomas, and minors in Digital Arts, Social Sciences and Humanities (DASH), and Professional and Community Engagement (PACE). The latter are unique in New Zealand, and emphasise graduate employability. New programme proposals at Faculty include 180-point Masters in Diplomacy and International Relations, Governance and Public Policy, and Maori Leadership.

Work on implementing the Graduate Profile in the BA has resumed, focussing on courses for inclusion in a General Education schedule within the degree. A draft concept plan for a Global Hub, supporting the corresponding attribute in the Graduate Profile, should be progressed within the next month.

Recent recruitment initiatives include a Lifelong Learning campaign for mature students, which has received significant publicity, and a proposal to make entry for home-schooled students simpler.

The College's internship programme has had an active summer, with 14 students working on projects in Thailand and many more in local projects ranging from work with Greenpeace, Foundation for Children, rare bird conservation, New Zealand Police, Human Rights Commission, the New Zealand Treasury and the Red Cross among others.

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

At the start of February more than 150 guests attended the opening of the Centre for Entrepreneurship (CFE). The evening showcased UC’s students with the top ten ventures from the Summer Start-Up programme presenting two minute pitches on their ventures to a panel of judges. The summer start-up programme had 33 students working on 31 ventures spanning digital, health, clothing, food, and engineering. ‘Wireless Guard’, a venture creating a small low cost device to identify if doors and windows are locked or not through your smart phone, was the eventual winner on the night.

Prior to the opening of the Centre, the students participated in a 24-hour innovation challenge to create something to replace the traditional ribbon-cutting ceremony. The students created an innovative illuminated sign with three Edison bulbs representing the Centre’s main components for success: the community, UC and the students. When all three bulbs were screwed into the sign, the Centre’s name, UCE lit up. This sign symbolises that in order for the Centre to be truly successful the Community, UC and the students need to work together to light up the world with innovative ideas.

Thanks go to Dr Rachel Wright and her team for all the hard work they have done in getting the Centre up and running. We hope the goal of having 500 students and staff from all around the university interacting with the centre on a daily basis will be realised as the people at UC catch the vision of the centre.

MGMT228 Study Tour to China/'MGMT229' Study tour to New Zealand:

In November and December 2015 30 students from UC completed a study tour in China with an aim of learning about Chinese culture and how to carry out business in that country. They were once again hosted for three weeks by Zhejiang Gongshang University (ZGU) before heading to Shanghai and visiting New Zealand businesses operating in China. Thanks go to Russell Wordsworth and Hannah Vu for their work in getting the 2015 tour organised. In January/February the College, for the first time, hosted 15 ZGU students at UC for two weeks, in an opportunity to experience New Zealand and aspects of our cultural heritage and to learn about business in an international context. Thanks go to the many staff and students that were involved in hosting and offering lectures to these students during their time here. Thanks go especially to Dr Laura Meriluoto who organised and coordinated the programme for the students.

Staffing News:

The College has welcomed five new academic staff in the last few months. Dr Róisín Burke and Dr Matthew Barber in Law, Dr Chris Chen in Marketing, Associate Professor Michael Falta in Financial Accounting, and Dr Constantine Zakkaroff in Information Systems. Congratulations also to Steve Agnew from Economics and Finance on successfully defending his PhD oral last month.

8.3 College of Engineering (Te Rāngai Pūkaha)

No updated provided.

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

Associate Professor Annelies Kamp took up her new position in the School of Educational Studies and Leadership on 18 January. Dr Kamp comes to us from Dublin City University where she led a very successful programme in Educational Leadership and Management with a particular focus on cross sector collaboration and leadership. The School celebrated Associate Prof John Freeman-Moir's 40 years of scholarship, leadership and teaching at UC at his retirement function on January 28th.

Dr James Graham has taken up a three-year appointment in the School of Teacher Education in the area of Māori Education. Dr Graham has held academic positions at Massey and Victoria, and has most recently been leading educational initiatives for Ngāti Kahungunu.

The Early Childhood Education pathway in the Masters of Teaching and Learning started successfully in January. UC is the only University to offer a Masters level entry pathway into teaching for all three sectors: Early Childhood, Primary and Secondary Teaching. The School of Teacher Education launched a new online journal associated with the Masters of Teaching and Learning, Journal of Initial Teacher Inquiry. The journal focuses on contemporary educational issues, and provides a forum for Masters students in the programme to contribute to the national dialogue on quality teaching and learning.

8.5 College of Science (Te Rāngai Pūtaiao)

No updated provided.

8.6 Appendix 1: Building Update

Overall

At the end of December 2015 the last remediation project, Forestry A & B was completed on program and subsequently reoccupied in mid-January 2016. Considerable progress has been made over the past few months on erection of steel for the structural frame and the flooring system on RSIC. CETF has seen Hawkins undertake site establishment and commenced demolition of CRNE and Mechanical wings. SEL strong floor concrete pours have been successfully completed and post tensioning of steel work finalised in the last week of January. NEB continues with low levels of activity on site but with a Letter of Intent being provided to Hawkins in December 2015 it has allowed for a limited package of work specifically; the strengthening works package, terracotta rain screen façade and Preliminary and General (P&G) costs associated with this work to proceed without delay.

Campus Construction Safety Group

The Campus Construction Group continues to meet regularly to take every opportunity to identify and address potential safety and health issues associated with such high levels of construction activity on campus. With a focus on identification, mitigation and prevention supported by robust project, campus and community communications strategies the Campus Safety Group is currently considering campaigns to engage with the return of students to campus. There has been very little need to communicate with neighbours over recent months.

The 'Round Table' initiative established in 2015 continues again in 2016 with a focus on the generation of new improvement initiatives to be tabled by both the contractors and UC Project Managers for adoption during the year. This approach forms part of the continuous improvement ambitions of this forum. Contractors are fully aware of the changes in H&S Legislation and with UC have made this an important focus in 2016. The other topic of considerable discussion was the implications of the return of the broader larger UC community during the month of February and the implications of the dozens of on campus activities signalling the arrival of 6000 new students. Of particular importance was the need to reinforce to all contractors and in particular University management, on plans for vehicle movements given the lull in on campus community activity over the past two months. Other matters such as management of migrant workers and in particular their capability to speak English and their H&S training has been a topic of recent discussion given the ever increasing numbers of these workers on UC sites.

Projects in planning stage this month:

Now that the UC Council has approved the 2016 Capital Plan a focus by the Capital Works team has been to consider the program and establish the internal and external resourcing requirements of these new projects. The review of the proposed program will also consider the timing and delivery requirements of Business Cases to Council and the resource impacts on existing 'in flight' projects.

This includes the proposed Sports and Recreation development which has been on hold awaiting the Capital Plan approval.

Once a clear picture of the year ahead is established the team will hold an industry briefing to inform the market of timings for new projects.

Current Building Status

Key Progress this month:

Major work

RSIC

Site works progressed steadily during December and January. The main building (RSIC 1) structural steelwork erection is complete to level four on the two wings and flooring system installation is continuing. All foundation work and in slab services are also now complete and thus far, rescheduling of activities has ensured the programme is maintained with no reported change to the completion date of 10 April 2017.

Glazing panels for the façade are now in production and the project focus is on preparing for considerable activity on site with the initial installation of mechanical and electrical services and preparations for installation of façade fixings over the coming months. Installation of initial concrete block work walls also commenced during January 2016. Building services installation has commenced with the start of the fire system pipework. ICA is providing assistance to Fletcher and their subcontractors to ensure commissioning plans are completed.

The PCG reviewed the current design for the von Haast building at an extraordinary meeting in January 2016 and noted that there were budget pressures that required ongoing design and space reviews before re-presentation of the design and budget estimate to the next PCG meeting in February. Responses to the RFP to progress the procurement of timber framing for the new von Haast building instead of traditional steel framing, have been received and are currently under assessment with a report to be presented to the March PCG meeting.

An RSIC Stage Two options analysis paper has been prepared and will be presented to the February PCG meeting for their consideration of the approach being taken in response to the Minister Joyce's 12 November letter to the Chancellor.

CETF

The main challenge for the project team at present continues to be the delivery of Tranche 1 buildings (CAPE, Core, and ECE). There are a series of ongoing discussions with Hawkins as to the delivery difficulties being experienced, largely as a result of sub-trades management issues and strategies to address challenges are being agreed between with UC. Developing a delivery programme that is realistic and protects the ability of College of Engineering ability to cope with a large relocation while also delivering teaching and research remains the key focus.

Programme deliverables have been exacerbated by a difficulty with a partner relationship of the project primary architects Warren and Mahoney Architects' (WAM).WAM's Australian partner underwent an internal restructure late in 2015 that resulted in several people voluntarily leaving the organisation at short notice. This in turn delayed the delivery of design drawings from Jacksons to WAM and through to Hawkins. The extent of the impact is still being tested by the UC project team.

The decanting program has proven to be extremely successfully managed to date considering the size and complexity of the programme, this is due in no small part to the College technician team and decanting teams working really well together.

The SEL strong wall pours began in November 2015 and were successfully completed in January with vertical and horizontal post tensioning also being completed. Installation of the two gantry cranes were successfully completed in readiness for the completion of the structural steel, roofing and wall cladding over the next month. Currently, program completion sits at 8 April 2016, but the project team and contractor are working to achieve an earlier delivery date.

Electrical Link

Fitout is proceeding at the programmed rate with phased occupation planned at different times during the 12 months between April 2016 and April 2017. Recladding investigations revealed the reclad will prove to be more complex (and thus more expensive and longer) than expected as it has revealed considerably more timber structure has been affected by water damage. As a result a fully costed review of cladding options will now be presented at the March CETF PCG meeting for review and consideration.

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

Currently the estimated project cost is forecast to be over budget. The delivery date remains at 30 June 2017. The team is currently working to bring the project back to budget and end user groups have continued to work well with the design team to identify ongoing savings during this final stage of design.

There remains a low level of activity on site, as steel works are being fabricated off site with delivery of frames starting in mid-February. The remaining crack injection of the concrete slabs within the building has been completed. All remedial works to the lift core are also complete. The scaffold has now been removed with the lifts now operational for onsite construction activities.

The shop drawing process for the structural works is proceeding well with the package scheduled to be issued for review in early February. On site Hawkins has also commenced with site preparation works by removing the required areas of the basement topping slab to enable forming and construction of the mega columns. Further up in the building the hollowcore topping slabs are being broken out around larger cracking to enable new reinforcement to be installed.

Developed design for the fitout works package was largely completed and reviewed by the PCG in December and includes input by representatives from the Centre for Entrepreneurship and the Executive Development Group.

UC and CoEHHD key design inputs were provided on time including decisions concerning fixed joinery, Maori/Pasifika input and Maker Space requirements/layout for the Centre for Entrepreneurship and other CoEHHD staff who will share these innovative learning and teaching spaces.

Updates on execution of the procurement strategy, budget status and development of the Implementation Business Case (IBC) will be provided to the UC Futures Programme Board in February, March and April.

Other Buildings/ Projects

UCSA

Full intrusive asbestos testing was completed in 2015. A comprehensive report on the method of demolition and removal of debris was presented to the PCG in December. This has enabled UC and the UCSA to make an informed decision on the early learning centre, confirming the proposal to relocate it to the Dovedale Campus prior to the commencement of demolition. Asbestos removal will take place before demolition commences. The demolition tender documents are being complied for issue on Getts with demolition to take place in April/May 2016. Geotech testing was undertaken over the Christmas break, which will inform the foundation design for the new building. Hoarding around the site will start to go up at the beginning of February.

Fire Ring Main (incl. pump house)

The Fire Ring Main is now live and operational with most minor defects completed. The three month flow test is now complete with Practical Completion able to be awarded subject to final issue of documentation. This is expected to be issued in February 2016. The project is reviewing final certification and applying due diligence processes.

Arts Centre

The final design for the fit out has been agreed and approved by the Arts Centre. Agreement will now be sought from Christchurch Council's heritage officers early February. A redesign of the public spaces was required to provide adequate climate control for the Logie Collection. The requirement for redesign has created a two month programme delay and code of compliance is now expected in September. The MOU has been agreed and signed. The exhibition design is expected to be submitted for UC approval and pricing within the next two months. This will include the specification for all display units and images.

Student Accommodation

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

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

1. Demand and supply of beds

An update to the demand forecast has been commissioned, which supports the requirements for a postgraduate development in 2018. Depending on the impact of CLV renovation plans, the undergraduate hall may be able to be delayed until a 2019 opening.

2. Postgraduate apartments at Dovedale

Agreement has been reached with CLV to allow design to continue in parallel with the negotiations, with UC appointing professional advisors and planning to novate these agreements to CLV once an agreement is reached. In the meantime work can progress.

3. Undergraduate Hall of Residence

The heritage setting which was impacting this site has now been clarified, and the team are able to complete a concept without impacting the historic value of the neighbouring Ilam Homestead Heritage Gardens. The PCG are now considering the programme for delivery of this project.

4. St Nicholas Hall (Kirkwood Avenue Halls)

The Resource Consent for change of use has been received, and attention will now move to the business case for the development, and confirmation of the operator.

5. Head leases and standalone houses

UC continues to source new properties to meet the demand. Several possibilities for new properties are currently being investigated. After consideration, some of the existing head leased properties are to be retained at least for another year in order to keep pace with the demand. UC are also trying to assist with the Erskine accommodation shortfall.

6. Existing UC Temporary Sites

The PCG has considered information concerning the site clearance date requirements and lease expiry dates for Waimairi Village and Waitakiri Village respectively. Planning for packing down the villages is in its initial stages.

8.7 Appendix 2: Upcoming Events

Date	Time	Venue	Event name	Primary purpose
Monday 22 February	12.30 pm	Okeover Lawn	Earthquake Acknowledgement	Partnerships & Engagement
25 - 27 February	-	Undercroft 101 / The Shilling Club	Ngāi Tahu Research Centre Tribal Economies Conference	Conference
Saturday 27 February	11am - 2pm	C-block	UC Pasifika Welcome Day	Recruitment & Retention
Saturday 27 February	7.35pm	AMI Stadium, Christchurch	Crusaders v Chiefs	Partnerships & Engagement
Monday 29 February	11am - 12pm	Undercroft 101	VC Forum	Partnerships & Engagement
Friday 4 March	11am - 12pm	Undercroft 101	VC Forum	Partnerships & Engagement
Friday 4 March	7.35pm	AMI Stadium, Christchurch	Crusaders v Blues (first year student experience)	Partnerships & Engagement
Tuesday 8 March	7.30am - 10am	The Wharf, Auckland	Women in Leadership breakfast (Auckland)	Recruitment & Retention
Wednesday 9 March	9am - 12pm	Undercroft 101	SVA In-schools Volunteer programme. Day 1	Partnerships & Engagement
Wednesday 9 March	12.40pm - 4pm	SBS Building / JB Building	Governor General visit to UC. Science & Innovation	Partnerships & Engagement
Wednesday 9 March	5pm - 8pm	Rec Centre or C-Block	Jandals 1	Recruitment & Retention
Thursday 10 March	6.30pm - 9pm	Undercroft Common Area	Law Recruitment Evening	Recruitment & Retention
Wednesday 16 March	9am - 1pm	TBC	SVA In-schools Volunteer programme. Day 2	Partnerships & Engagement
Thursday 17 March	7.30am - 2pm	Auckland	Christchurch Tertiary Update Day	Recruitment & Retention
Thursday 17 March	4pm - 6.30pm	Undercroft Common Area	Commerce Careers Fair	Recruitment & Retention
Saturday 19 March	9am - 6pm	Westminster Park	SPAC PAC Polyfest (http://www.bethere.co.nz/event/20759)	Recruitment & Retention
Saturday 19 March	7.35pm	AMI Stadium, Christchurch	Crusaders v Kings	Partnerships & Engagement
Saturday 26 March	Sun 4.05am	Growthpoint Kings Park, Durban, SA	Sharks v Crusaders	Partnerships & Engagement

8.8 VC activities

25 November 2015	• Attended the Symposium on Pacific Regional Security
26 November 2015	• Attended a meeting of the Pacific People Advisory Committee
27 November 2015	• Attended breakfast with Careers Advisors from Christchurch schools • Attended a concert featuring the University Choir and Organists
01 December 2015	• Hosted drinks for the participants of the Career Planning for the Early Career Academic workshop
02 December 2015	• Opened Day two of the Career Planning for the Early Career Academic workshop
03 December 2015	• Attended the New Zealand Vice-Chancellors Committee Meeting in Wellington
04 December 2015	• Attended the Quake CoRE Board Meeting in Auckland • Met with David McConnell, Managing Director of McConnell Group • Met with Paul O'Farrell and Marcelo Credidio, the Principal and Sales Manager of CCEL in Auckland
15 January 2016	• Participated in a conference call for the UC Foundation in America
18 January 2016	• Spoke at the welcome for the students participating in the CHCH101: Strengthening Communities through Social Innovation course
20 January 2016	• Met with Elizabeth McNaughton the Executive Director of Canterbury Earthquake Recovery Lessons Learned
27 January 2016	• Attended the review of the Christchurch Economic Development Strategy • Visited Hagley Community College along with Dr Cochrane and Ms McClelland • Attended a lunch with retired British MP Austin Mitchell
29 January 2016	• Had a telephone conversation with Professor Graham Stone from the University of Edinburgh • Met with Leigh Teece, donor and wife of UC Alumnus Professor David Teece • Hosted Preeti Sukhwani one of the directors of Edwise an overseas education consultant agency
02 February 2016	• Participated in the International Board of Advisors teleconference
03 February 2016	• Attended the opening of the Centre for Entrepreneurship Opening and UC Innovators Presentations • Hosted a dinner for the Centre of Entrepreneurship and UC Innovation winners
04 February 2016	• Met with Justine Ross the founder of 42 below vodka • Held a planning day for SMT Members
05 February 2016	• Attended the re-opening of the Christchurch Art Gallery
10 February 2016	• Hosted the first staff forum of 2016 • Attended the Canterbury Recovery Learning and Legacy Sponsors Group Meeting

11 February 2016	• Spoke at the celebration for the signing of the new Waterways MOU • Attended the viewing of the new Bishop Julius Halls Extension
12 February 2016	• Spoke at the St Andrews College Academic Assembly • Attended the Ngai Tahu Research Centre Scholarships Panel Meeting • Met with the Chief Executive of Callaghan Innovation Mary Quinn • Hosted a welcome back barbeque for SMT at home
14 February 2016	• Attended a dinner with the Emerging Leaders students
16 February 2016	• Attended the first Governance Oversight Group meeting of 2016

Future	
18 February 2016	• Attending the Universities New Zealand Joint Chancellors and Vice-Chancellors meeting and dinner
22 February 2016	• Welcoming the new Masters of Engineering Management students
23 February 2016	• Attending a dinner at Rochester and Rutherford
24 February 2016	• Hosting Phil Holstein (Burnside high school principal) for a breakfast meeting
25 February 2016	• Attending the UC Foundation Ambassadorship Strategy Meeting for the UCSA building
26 February 2016	• Meeting with Professor Alex Tan and the president of the National Sun Yat-Sen University Professor Hung-Duen Yang • Hosting Teddy Teece for dinner, son of Professor David Teece
27 February 2016	• Attending the UC Alumni Picnic at the Ilam Gardens
02 March 2016	• Attending the Erskine Morning Tea
03 March 2016	• Attending the Tertiary Education Institution Induction in Wellington • Attending a dinner with the Waitakiri Village Halls of Residence
04 March 2016	• Hosting a barbeque at home for the UCSA Exec
07 March 2016	• Hosting a Forum alongside the UCSA • Attending a dinner at the College House Halls of Residence
08 March 2016	• Attending the QuakeCoRE Board Meeting
09 March 2016	• Hosting the Governor General for his visit relating to science and innovation
11 March 2016	• Attending dinner with Ilam Apartments and Sonoda Halls of Residence
14 March 2016	• Hosting a principals engagement dinner in Auckland

8.9 Ngai Tahu Tower Trail

Ngāi Tahu tower trail

Te Ara Pourewa o Ngāi Tahu

Starting from tower one on Science Road, these sequential works depict the transformation of the Canterbury district through time from a Ngāi Tahu perspective.

Created by Ngāi Tahu artist Hori Te Ariki Mataki, the drawings weave the University and its on-going transformation into the story through images that are especially familiar.

The artwork reveals that bi-culturalism is no new concept, but an inherent part of the evolution of the Canterbury district.

Students can follow the trail as the beginning of their own bi-cultural journey.

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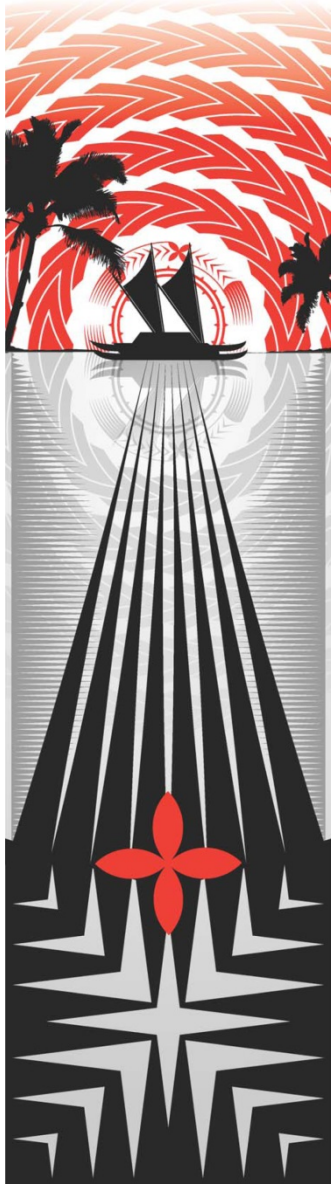

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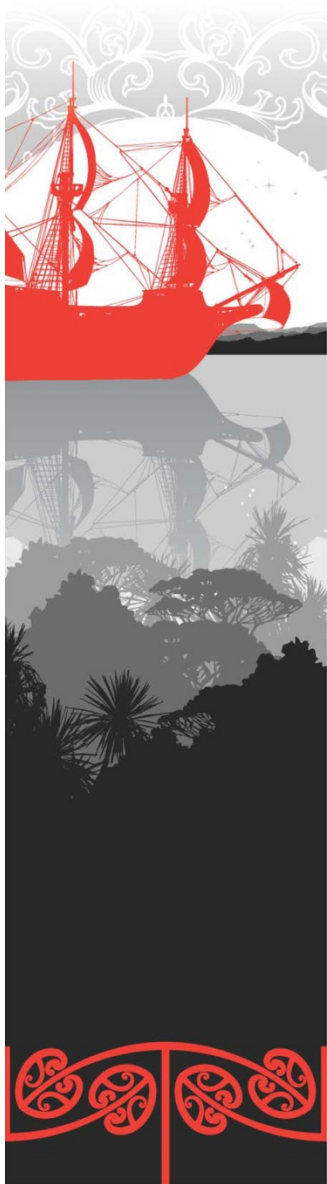

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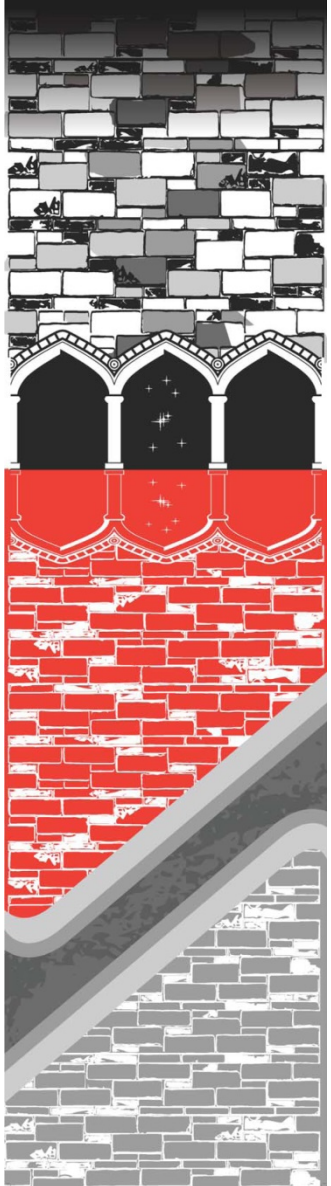

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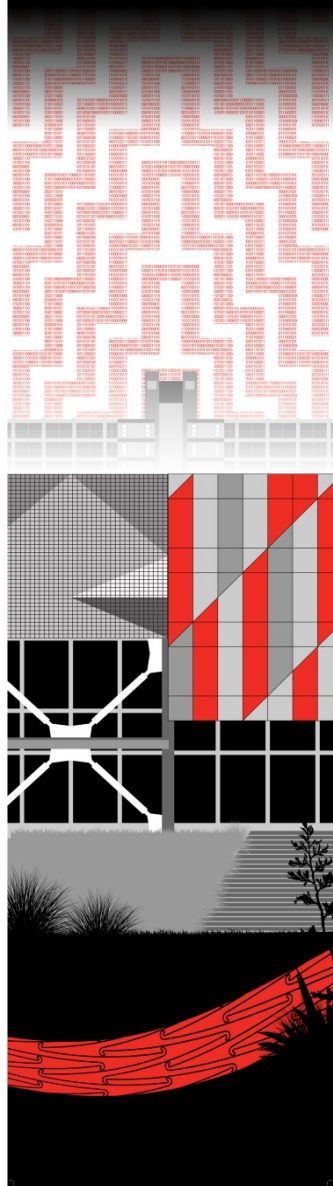
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