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

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1. INTRODUCTION

With the start of Semester Two, the focus is already very much on recruiting the next cohort of students and matching or bettering the strong growth in student numbers achieved at the beginning of this year.

It will be a week before final Semester Two numbers are known, but initial data certainly looks promising.

Alongside student Orientation, UC Open Day is one of the biggest “set piece” events on the UC calendar. On Thursday 14 July we recorded 4724 attendees compared to 1800 last year, and easily double the previous record of 2050 attendees in 2014. This result places the University in a very strong position at this stage of the recruitment cycle. The University’s capital works programme continues to progress, with a raft of new and extensively refurbished facilities becoming available during the rest of this year and into 2017. The next of these to get under way will be the UCSA building, the demolition of which will begin in August.

2. STRATEGIC MATTERS

2.1 UC Futures

The University of Canterbury is now showing strong indicators of a sound recovery from the earthquakes with increased 2016 enrolments and the campus transformation programme in full flight.

At the end of June, UC reported to the Minister for Tertiary Education, Skills and Employment on its 2016 Financial and Capital Review. The Minister appeared to be satisfied with the University’s progress. This confidence in UC’s recovery will work to support the continued Government financial contributions to UC. These contributions take the form of modest additional SAC funding for 2017 and 2018, and up to an additional \$65 million in capital to support the rebuild of the University – \$15 million in 2016 and up to \$50 million in Q1 2019.

2.2 Regional Science and Innovation Centre (RSIC)

The RSIC Stage One building continues to take shape in the middle of the Ilam Campus with the complex interior services beginning to be installed. The number of reticulated gases and the dual water system in the building mean that on some floors the spaces designed to take utilities will be completely full and each pipe must be placed in exactly the right position. The College of Science has started to plan for the move into the new building in earnest. It is also using this Australasia-leading facility to attract new students and research opportunities. This project remains on schedule for its mid-2017 completion though the programme remains tight.

The Implementation Business Case for RSIC Stage Two (von Haast replacement) includes an assessment of options (completed) and confirmation of the preferred option (replacement) which was endorsed by Council and provided to Minister Joyce who, along with Minister English, must endorse the final case prior to the release of \$15 million of capital toward the cost of the project.

2.3 Canterbury Engineering the Future (CETF)

The Electrical and Computer Engineering (ECE) wing of the Engineering Precinct has begun to be occupied with the City Council Certificate of Completion issued on 23 June. Progress on the Chemical and Process Engineering (CAPE) wing is not so good, with the wing now scheduled to be completed in early September. The College continues to manage the consequences of these delays and to manage student learning and research well. The focus of this project now is to complete the CAPE wing and core and to test the programme to deliver Tranche Two – the Civil and Natural Resource Engineering wing and the Mechanical Engineering wing in 2017. The College has raised specific issues with planned research and teaching for the departments affected by Tranche Two, reinforcing the importance of meeting the planned timelines. The project teams and the contractor are working to review the current programme for Tranche Two to look for the realism and practicality of the dates.

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

At its last meeting the UC Council approved the Business Case for the capital spend to complete the rebuilding of the New Education Building (Stage Two of the construction project) and to move its new tenants in. The new tenants will be the College of Education, Health and Human Development and also two parts of the College of Business and Law – the UC Centre for Entrepreneurship (UCE) and Executive Development Programmes (EDP). This project also includes integrating the Henry Field lending library service into the Puaka-James Hight Central Library.

This decision represents an important step forward for the rebuild of this building, which will be run under a new contract with the construction company, Hawkins Construction. The now signed contract sets the practical construction completion date at 28 August 2017 and – with the following work that is needed – the College of Education Health and Human Development is planning for a progressive move into the building from the third term of 2017.

The steel structure that will strengthen the building is being installed and will ensure the rebuilt building will meet 100% NBS. It is expected that with the new contract in place, work on the site will ramp up significantly.

The introduction of the UCE and EDP education and research programmes into the building makes the best use of this newly rebuilt space and allows for the planned growth of these areas. Due to growth in staff and student numbers in that College of Business and Law and in anticipation of the move by the EDP, a review of the layout and allocation of space within the College of Business and Law has been initiated.

2.5 International Growth

UC welcomed 38 new students from KYS Malaysia into the College of Business and Law for a Semester Two start. This partnership programme has been successful for the students and for UC in recent years but is likely to come to an end with reduced Malaysian Government funding. UC is to pilot online English language support using a locally developed system known as Fluent IQ in the colleges of Commerce, Engineering, and Science. UCIC students will also access the system. This is designed to support those for whom English is a second language in ways which are customised for their needs and adjusted as they progress with tasks and feedback. This system does not replace formal English language teaching or programme and course pre-requisites, but it is designed to support students already enrolled at UC.

UC is about to begin to develop the Colombian market as an emerging market for full fee students. It will take about 18 months to two years to make headway, but the opportunity appears to be a strong possibility for UC.

The review of the Country plans required by the Funding Agreement is under way.

2.6 Graduate Profile

2.6.1 Graduate Attributes

UC is in the process of appointing a dedicated academic staff member to support the introduction of the graduate attributes into our undergraduate degree curricula. This is expected to provide much needed capacity to support the programme development work needed and to help inter-College and inter-departmental communication on this development. There is some initial discussion regarding the development of minimum expectations for the learning content and level for each 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 regular cycle of programme reviews continues.

It is pleasing to note that the proportion of freshers (students enrolling direct from high school) whose top 80 NCEA credits sum to 250 or more points has increased from around a quarter to more than a third of students over recent years.

Between 2009 and 2015, according to the TEC Educational Performance Indicators, UC course completion rates have increased from 83% to 87%, qualification completion rates have increased from 66% to 80%, progression to higher levels of study have increased from 75% to 89% and rates of retention within study have increased from 84% to 88%. While some of the measured improvement can be explained by the changing composition of the student body there is some evidence that over time a larger proportion of our students are succeeding.

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 Centre for Entrepreneurship continues to raise its profile on and off campus. The Entre 85K challenge selected 11 teams from among more than 60 participants to progress to the final. The 21 Day Challenge selected a winning team from six participating teams and three finalists. The Careers, Internship and Employment service on campus continues to increase the number of students and employers it serves. Participation in courses that include internships is increasing.

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.

The BICC hui with PVCs and Deans was held at the end of June, at which colleagues presented the results to date of their mapping exercises.

Much work has been done to partially complete the mapping process and impressive efforts are being made for timely completion of this part of the project. The intention is to meet in four weeks to confirm the next steps of the project, including analysis of the mapping results. Another hui will be held in a further four weeks, to continue our mahi on the process for delivery of new and updated courses in 2017-2018.

Many CUAP proposals are being received for commentary and feedback. We encourage colleagues to engage early and frequently with the Kaiārahi about their course proposals.

The Bicultural Competence and Confidence Framework paper is now on the web at <http://www.canterbury.ac.nz/vco/bicultural-competence/>

Te Ohu Reo online request form is being frequently used by colleagues for a range of requests and is located at <http://www.canterbury.ac.nz/vco/forms/tereo-request.shtml>

Attribute 4: Engaged with the community

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

Work continues on assessing and crediting activities and learning outcomes for inclusion in the Co-Curricular Record. A cross-College Advisory Board is being established to raise the visibility and promote support for this attribute.

Four UC students won awards at the inaugural Canterbury Youth Awards including Josiah Tualamali'i, who won the supreme award for outstanding contribution to his community. The awards recognise young people who through their work in the community had a positive impact on the lives of young people. The three other UC students recognised were Sean Ryan, Viane Makalio and Wesley Mauafu. The event was held at the UCSA Events Centre and the MC was Riki Welsh from UC's Pacific Development Team.

Attribute 5: Globally aware

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

The Global Hub Advisory Board is in the process of developing a framework document with guidelines on incorporating the global awareness attribute into courses and programmes.

It is pleasing to note that two of the ten Fulbright Science and Innovation Graduate awards this year were won by UC students – Ethan Thomson and James Major. These awards enable these students to study in the US. Equally it is noteworthy that three of the eight awards that allow US students to study in New Zealand went to students coming to UC.

A project to bring up to 20 Oxford students to UC on exchange is being progressed in part in recognition of the 39 students hosted by Oxford for the Trinity Semester in 2011 following the earthquakes.

3. CHALLENGE

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

3.1 Ministerial Update

The Chancellor and Vice-Chancellor, together with the chair of the Governance Oversight Group, Gary Wilson, and the Chief Executive of the TEC, Tim Fowler, met with Minister Joyce early in July following the submission of the updated 10 year forecast and capital plan.

Updating of the forecast was a pre-condition to further consideration by the Government of the Implementation Business Case for RSIC Stage Two. The Minister expressed satisfaction with the recovery to date, especially noting the lift in student enrolments.

3.2 International

3.2.1 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.

3.2.2 International partnerships

The Partnerships team has been busy hosting a group of seven students and their teacher from Mahidol University, an elite university in Thailand. Three of the students will be teaching Thai language and culture lessons to UC students going to Mahidol University in January 2017. We have been successful in securing a \$28,000 Prime Minister's Scholarship for Asia for the January programme.

Work has continued on the Global Awareness Summer Programme in partnership with Peking University (PKU) in China. PKU is ranked 41st in the 2015/16 QS World University Rankings and is one of UC's key partners. UC students will spend three weeks at PKU in Beijing in November taking part in classes on Chinese language and culture and field trips. The students will be enrolling in PACE295 through the College of Arts and on their return they will work on an internship project for the Canterbury Mayoral Forum's China Tourism Strategy. The Partnership team will work on a marketing campaign alongside our China recruitment team to maximise the exposure we get for this program both in China and in the domestic market.

3.2.3 Study Abroad UCXchange

The Mobility team is currently preparing for the arrival of about 180 Study Abroad and Exchange students for Semester Two. Following on from the NAFSA conference in the US in late May/early June, work is also under way on following up contacts and progressing a number of new Study Abroad partnerships, and new Study Abroad agreements have been signed this month with East China University of Science and Technology and Pace University. With the departure of the Semester One cohort, 20 Study Abroad ambassadors have been selected and will begin to undertake promotional tasks for UC on their return to their home universities. The 2017 Study Abroad Prospectus is also in development, with a late July deadline.

In the exchange sphere, the team has been implementing the "OE with UC" promotion, as the first cohort of UC students eligible for free airfares to their overseas exchange destination, prepare to commence their exchanges in August and September. The end of May also marked the first outbound exchange deadline for 2017 exchanges and the interview and selection process for outbound students is now progressing.

3.3 International Recruitment (including in-country international students)

3.3.1 General

The major work for recruitment for June has focused on helping students applying for a July start get their offers confirmed and assisting with their visa, accommodation and travel requirements. This is a critical part of ensuring that students get to UC in July.

The team also hosted a visit by Colfuturo (<http://www.colfuturo.org/english>), a foundation representing a number of interests (including the Colombian Government). The focus was on UC gaining access to this funding for scholarships for Colombian students for 2017 and beyond.

The highlight for the month was the hosting of five year 13 students and their teacher from SelaQui International College in India. This is a very wealthy private school and a market that no other New Zealand universities have managed to penetrate. IRO now has a good foot in the door and will be looking to gain traction over the coming months. Four of the five students are now looking to join UC next year.

Capacity Review: IRO has been working with the Colleges to assess the level of capacity for certain programmes. This has been identified as a major risk to UC's growth strategy. Imposing caps on student numbers in courses due to staff and facility capacity constraints occurs from time to time. PVCs will need to confirm number caps with the Vice-Chancellor.

Fluent IQ: The trial for the English Development Programme is confirmed and ready for a July start. The final meeting with the Deans confirmed the positive attitude by Colleges to this initiative. Any number cap requires selection criteria which are consistent, transparent and legitimate.

3.3.2 South Asia and India

There have been a number of recruitment events in India and the UC representative in country has been working hard to attract students for Feb 2017. However, as noted above, a major part of their time has been spent on securing the July start students.

The Director, IRO also spent some time in Hong Kong and India in early June, looking to generate greater interest in UC. A very successful recruitment drive through Edwise in Mumbai and Bangalore provided a good range of applications to UC.

Recent media coverage of inappropriate use of student visas to enable students, particularly from parts of India, to come to New Zealand largely for work has focused attention on the role of agents in international recruitment. UC uses a very small number of well-known agents to support its recruitment. We apply academic standards before students are offered places and students must maintain their academic standing to remain enrolled. While many students, including international students, work part-time to support themselves, the requirement to pay significant fees in advance means University enrolment has, to our knowledge, not been used as a surrogate to access work in New Zealand. Tertiary organisations offering cheaper courses, of shorter duration, with low or no academic entry standards, are more likely to be used to facilitate paid work over study for holders of student visas.

3.3.3 China

UC's China representative spent a week at UC in early June where he met with key staff and gained further training on UC and its programmes.

3.3.4 New Zealand High School International Recruitment

IRO attended a number of school visits in Wellington with an outstanding reception. The potential to start to rebuild this market is obvious but will need an aggressive approach to gain traction in the short term.

IRO has also been involved with enrolment of UCIC and CCEL students into UC. This represents more than 55 students new to UC in July

3.3.5 Pre-Admission

Pre-admissions has been focused on finalising any outstanding July start applications and getting the Feb 2017 applications into the system. The team leader has also been involved in the CRM review and is working on the new admission form for UC.

3.4 Domestic Recruitment

3.4.1 Marketing

Social media activity continues to be high with an increased emphasis on Twitter and Instagram (more than 1,000 followers). On Facebook, last month UC was second for Engagement/Fan ratio, with our 0.29% the second best monthly ratio by any university this year. We had four posts in the top 10 – all campus shots. On Instagram, UC topped the charts for Engagement and Engagement/Fan ratio, and had seven posts in the top 10. On Twitter UC was first for Engagement/Fan ratio once again, with eight posts in the top 10.

The Online Web Content Management System (WCMS) phase III project to transition to a new web platform has been approved – work is under way to establish the project team for this undertaking.

The UCME brand campaign continues with online, outdoor and radio being utilised. A UCME Exhibition will run in the Matariki exhibition space from 12 July. The UC GO Canterbury campaign – UC's Auckland specific offer has been launched through adshells outside schools and will be supplemented by radio and online placements in July and August.

The UC Merit campaign which focuses on our undergraduate scholarship offer and utilises outdoor, press, radio and online channels has been in market over May-June. Feedback regarding visibility has been positive and results are in line with campaign performance from last year. A Semester Two campaign has concluded in our local market – it utilised newspaper, online and radio.

Work is under way on the Study Abroad Guide and International Prospectus. Qualifications pages on the web site have been upgraded as have our student profiles. Collateral is being produced for the Residential Learning Scholarship (targeting Wellington-Tasman prospective students).

3.4.2 Liaison

The team has completed all the UC Info Evenings around the regions. 1,527 people attended the evenings with Wellington (300) and Nelson (190) having the largest increases.

Schools career evenings are being attended nationally, with fourteen careers days/evenings in Auckland alone this month. Liaison also attended both the Hamilton and Wellington Careers Expos held earlier this month. Both events were well supported by schools this year.

The Pacific Island Leaders of Tomorrow (PILOT) year 12 programme was run on 15-16 June in Auckland, attracting over 300 year 12 Pacific learners. Tangaroa College has since registered four students to attend Open Day – there were no UC enrolments from this school in 2015.

On 23-24 June UC hosted 98 Careers Advisors (up from 80 in 2015) from around the country for the annual update days. The group toured the Halls of Residence and went on a bus tour around the city. Friday’s focus was updates from colleges, UCIC and the Liaison team. This group was the largest we have hosted and for many of the careers advisors it was the first time they had been on the UC campus. Feedback has been positive with attendees enjoying the Canterbury hospitality.

The Senior Engagement Co-ordinator (Liaison) accompanied the SVA on their Year 10 Community Leadership morning at Willowbank which 35 local students attended. Photos of the day were sent back to their schools for newsletters. June also saw the final Tactix school engagements for 2016 with Cashmere High and Linwood College being hosted at Tactix games. Rangiora High had four members of the Crusaders and staff from UC Sport, deliver a skills session for their UC Cup players.

The new Maori Outreach Coordinator in MDT has been supported by the Engagement Team and the Maori Liaison Officer including hosting introductory meetings with College Marketing and Outreach Coordinators.

Coordination and support for school engagement in the College of Arts included supporting Classics Day for Year 12 and 13 local students, supporting Japanese Day for Year 11, 12 and 13 students locally, the provision of an Arts Panel for Year 11 girls at St Margaret’s College and providing a talk for Year 12 and 13 students at Darfield High School.

3.4.3 Admissions

A total of 441 admission *ad eundem statum* (AES) applications were recorded as received this month to 30 June. This does not include about 100 applications still waiting to be entered in SMS. This compares with 284 and 423 AES applications received in June in 2014 and 2015 respectively. So far in 2016 admission AES applications received are 44% and 28% higher than at the same stage in 2014 and 2015 respectively. As with previous months, a significant proportion of the applications received (34%) do not have sufficient documents or information provided for the applications to be assessed.

AES Admission decisions: Number and type made from 1 to 30 June 2016:

	Total	Undergraduate	COP	Postgraduate	PhD/EdD*
Full offer	114	52	12	31	19
Conditional offer	115	47	0	55	13
Declined	94	32	0	59	3
Total	323	131	12	145	35

*Includes 9 non-AES PhD/EdD applications.

3.4.4 Enrolment

An estimated 2,863 students and visitors were welcomed by Student Services during June 2016. Of these 1,711 have been assisted by the Information Desk and a further 417 have been assisted by the Enrolments team.

A total of 64 PhD students have been fully enrolled during June 2016 (37 International), an 8% decrease on June 2015. However year to date we are slightly above for the same time as last year. A further 50 students have enrolled so far for July 2016 (31 International). Enrolment reminders are being sent out to 36 continuing PhD students for August 2016.

Within the Contact Centre a total of 4,328 calls were answered with an average service level of 90.6%. 1,790 emails were responded to.

3.4.5 Scholarships

Activities for June:

- UC's 25 First Year Scholarships opened for online applications on 20 June.
- Payment of the 2016 UC Undergraduate Entrance Scholarship to over 1000 eligible recipients.
- UC's hosting of the Rhodes Scholarship Information evening on 2 June.
- Continued processing of applications for the mid-year round of UC Doctoral and UC Master's Scholarships ahead of the selection meeting in mid-July.

Expected highlights for July include:

- UC's Open Day on 14 July.
- Completing the final processing of UC Doctoral and Master's scholarships from the May selection round in preparation for the selection committee meeting in mid-July.
- Continuing preparations for processing the First Year Scholarships in earnest after the 15 August closing date.

3.4.6 Accommodation

Semester Two international arrivals commenced on Friday 1 July with airport greeting and transportation to their accommodation. 114 students have booked an airport pick up but we are expecting 200+ to arrive for the start of Semester Two.

Affiliated housing has applications for Semester Two. The occupancy level for the housing is now at 74% and is expected to reach 95-100% by October with the arrival of Executive Development Programme taught masters students.

The annual flatting seminar has been organised for 28 July. The format this year will include expo and seminars. Partners helping with the expo are:

- Community Energy Action
- Engineers without Borders – Warm home initiative
- Property Manager- Whittle Knight & Boatwood
- Tenancy Services
- Tenants Protection Association
- UC Accommodation Services
- UC Accommodation Student Village (CLV)
- UCSA Advocacy & Welfare Team

Waitakiri Village will take delivery of gym equipment both new and used for an on-site gym for student use. The students are forming a cohesive community this year and the equipment will help grow the student experience. A new promotional video for Waitakiri will be shot during July; this will include some footage of the inter-hall basketball competition.

A common reporting process for incidents within the halls will be discussed at the Hall Managers' meeting for agreement. The relationship between UC and the halls is strengthening, allowing a more collaborative approach to dealing with students in distress and students of concern.

Good progress has been made with the Colleges supporting the Early Warning System for halls to allow grades to be shared and extra support to be given to struggling students. This system will be in place for Semester One 2017.

The Risk Register has been completed and adopted.

An emergency planning meeting was held with the halls to discuss various scenarios and outline what assistance UC might provide. The halls have been offered training with the Emergency Management Team (EMT) on topics of their choosing to take place within the next couple of months. The service manager for accommodation is now part of the student welfare team within the EMT and will liaise with the halls in the event of an emergency.

3.5 Student Success

3.5.1 Student transitions and engagement

The Co-curricular Record had 532 students registered as of 23 June, with 315 instances of activity engagement. There are now 33 activities for students to choose from, with an additional ten activities in various stages of development. The programme was presented to staff in the College of Business and Law at their staff meeting.

The Go Canterbury Award is a recruitment and retention programme offered to Year 13 students from secondary schools in the Auckland Region. Already, 36 Go Canterbury applications have been received for 2017.

The 83 current Go Canterbury students were invited to a pre-exam workshop on psychological balancing, and are now looking forward to the key event in their programme, the trip to Tekapo from 21- 23 August.

3.5.2 Careers

The team hosted the UC Education Fair on Tuesday July 12, 10am-1.30pm, in the Jack Mann Auditorium. A record 24 organisations were represented, giving students a range of opportunities and options to explore. Further details are available at http://www.canterbury.ac.nz/careers/employment_fair/education.shtml

As Semester Two begins, Careers Staff will present to students at Halls of Residence. Key messages in these presentations and workshops will include making the most of University from a careers perspective, the value of the Co-Curricular Record for employability and an overview of career education services available for UC students.

Careers staff have partnered with our colleagues in Disability Resource Services to look at initiatives to assist the employability of students with disabilities. It is anticipated that by the third quarter a more definitive strategy will be in place.

The New Zealand Employment Seminar for International Students was very well attended. Employer, Graduate, Chamber of Commerce and New Zealand Immigration Service representatives presented valuable information on the employment opportunities and challenges for International Students in New Zealand.

3.5.3 Pacific Development

Pastoral Care, Engagement and Retention

The team provided support to students throughout the exam period whilst handing and referring prospective student, staff and community enquiries. Mid-year orientation preparations are in progress to welcome the Semester Two intake alongside other engagement activities to re-connect returning students with each other and with Semester Two opportunities.

The team collaborated with the Marketing and Communications and Engagement teams for Samoan Language Week (29 May–4 June). A week of short video uploads, Twitter words of the Day, and Student blogs on the Insider's Guide to UC Blog were extremely successful, reaching thousands of viewers through shares, likes and retweets. PDT staff were interviewed by the Pacific Media Network. A 'Taste of Pasifika' workshop for staff at the College of Education was also held.

The team is also responding to increasing requests to present information about our services and exploring partnership opportunities regarding community engagement through outreach, enhancing teaching and learning practices and developing cultural competence to support Pasifika success. A professional development workshop for Library staff focused on growing our cultural responsiveness in the libraries for Pacific success at UC was held on 29 June.

Student Success

Pasifika student John Whitcombe won the Regional Minter Ellison Rudd Watts Witness Examination Competition and will be competing in the Australian Law Student Conference in Hobart, Tasmania in July.

The winning 21 Pacific Day Challenge team has returned from Niue having implemented its business plans, that will assist the Niuean community to conserve, protect and sustainably manage its food supply with a view to becoming significantly more self-sufficient.

3.5.4 Outreach

The UC Me XL Holiday Programme ran from 12-14 July. Between xx NCEA Level 1-3 students from at least six local secondary schools participated.

3.5.5 UC RecCentre

Following a request from the Student Welfare Advisory Group (SWAG), and endorsement by the Central Equity, Diversity Action Committee (CEDAC), the UC RecCentre will be trialling and promoting a range of health and fitness services for women in Semester Two. These will include an option for a women only small group training course (boxing), women only TeachMe sessions and increasing awareness of the availability of female instructors for TrainMe sessions.

In addition, the Rec Centre will be trialling an exclusive space set aside for women only. Women members will be able to make use of the circuit and spin rooms for allocated portions of the day. In addition, the Athlete Training Centre will be made available at set times by UC Sport for those wishing to weightlift. Initially this will be a mix of assisted and unassisted timeslots, as we refine the offerings with feedback and monitor usage. This trial will take place over the coming months, with a view to establishing the real demand for the service in 2017, and implications for the planned new facility.

4. CONCENTRATE

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

4.1 Office of the Assistant Vice-Chancellor Māori

The Office of AVC Māori is collaborating with Learning Resources to enhance the campus cultural narratives through visits to Canterbury marae and workshops. This follows the production of the UC Cultural Narrative document, created by Puamiria Parata-Goodall, (Ngāi Tūāhuriri), for the University. This document provides a brief insight into what is important to mana whenua, Ngāi Tūāhuriri, and how that might manifest itself at the University. This document focuses on giving a glimpse through a cultural lens; a view which applies to the Campus Master Plan (CMP), but is not intended to be the definitive answer. To provide a glimpse through a cultural lens in terms of existing places and spaces, the Office of AVC Māori held workshops for Capital Works colleagues and arranged visits to Tuahiwi Marae and Ngā Hau e Whā Marae. Associate Professor Te Maire Tau, (Ngāi Tahu Research Centre), led the marae visits, which was invaluable in providing a sense of the cultural narrative in existing buildings and spaces. Workshops for developing the UC cultural narrative in key CMP projects will be held shortly.

4.2 Māori Development Team

Te Wiki o te reo Māori – Māori Language Week, 4-15 Hōngongoi (July 2016).

The Māori Development Team has carried out a lot of mahi to create UC's celebration of Te Wiki o Te Reo Māori, 4-15 Hōngongoi (July 2016). Many colleagues have assisted with developing the programme of events: Aotahi School of Māori and Indigenous Studies, Te Akatoki Māori Students' Association, College of Education, Health and Human Development, UC Libraries and UC RecCentre. The UC Communications and Engagement team proactively engaged with Māori Development colleagues to create images and messaging, including daily blogs, for Te Wiki. Free UC te reo resource packs are available from UC libraries or from the Māori Development office, room 241, Te Ao Mārama building.

Ākina te reo! Give te reo Māori a go!

4.3 Māori Outreach and Recruitment

The Māori Outreach and Recruitment project began in mid-May 2016 and to date the Māori Outreach Coordinator has engaged with 13 local Canterbury schools for the purpose of building relationships to support achievement of strategy objectives. Engagement has been with Māori teachers, whānau and students across the schools. The coordinator engaged with teachers and students at the Māori Leadership Summit, with participation from schools including Aranui High School, Avonside Girls' High School, Cathedral Grammar, Mairehau High School, Marion College and Shirley Boys High School.

Community engagement has involved meeting with and developing collaborative relationships with external stakeholders: Ara (was CPIT), Careers NZ, Living Springs Homework Programme Group, Te Rangatahi Tūmanako Trust, Te Tapuae o Rehua.

UC collaborated with Te Tapuae o Rehua and Ara to deliver Te Ara Raukura Māori Leadership Summit from 17 – 19 June. Sixty students from seven schools participated in the summit. Three UC Māori Tuakana students and the Māori Outreach Coordinator were facilitators at the summit, providing support and leadership for the students. The summit had a focus on personal leadership and cultural development. Feedback from all participants was very positive. Te Tapuae o Rehua are collating evaluation forms and will provide a summary.

Manu Kōrero Secondary Schools Speech Competition (Waitaha) was held on Friday 1 July 2016 at Cashmere High School. Junior and senior students from local Canterbury schools competed in the annual competition, with winners going on to compete in the national competition in September 2016. UC made a presentation during the lunch break and a stand in the market with other community stakeholders.

UC Events and the Liaison Team have provided generous support to, and collaboration with the Māori Outreach and Recruitment Coordinator. This collegiality and support has assisted in an excellent start to this project.

4.4 Māori Students and Certification in University Preparation (CUP)

The UC CUP cohort results for the first semester 2016 are as follows: To gain University Entrance via CUP in one intake, students must enrol in four papers and pass three with an overall average of 55%. One of the three papers must be BRDG006.

All students gaining CUP: 74 out of 102 = 73%

Māori/Pasifika Cohort from UC: 15 out of 16 = 93.75%

Māori Students: 6 out of 6 = 100%

Pasifika Students: 6 out of 7 = 85%

Māori & Pasifika Students: 3 out of 3 = 100%

Māori/Pasifika Students from Hagley: 2 out of 3 = 66%

Māori Students: 2 out of 2 = 100%

Pasifika Students 0 out of 1 = 0%

Māori/Pasifika Students from 15B3: 1 out of 2 = 50%

Māori Students: 1 out of 1 = 100%

Pasifika Students: 0 out of 1 = 0%

3.5 Māori Research

The Office of AVC Māori is continuing to support Research and Innovation with Māori research processes in the interim, following the departure of Tracy Rohan. The Māori Research consultant 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 August 2016, to assist in generating better future funding bids 2017 onwards. Participants will engage with mana whenua and use some examples from the recent MBIE funding round to incorporate Vision Mātauranga more effectively.

Over the last six weeks, the Māori Research consultant has received 31 consultation requests, five UC Smart Ideas proposals for the science investment round and many other general enquiries and questions from researchers.

4.5 DVC Research

Dr Daniel Holland, a senior lecturer in Chemical and Process Engineering, has jointly won the emerging innovator award at the 2016 KiwiNet Awards held recently. Dr Holland was one of three finalists in the Emerging Innovator category which recognises an upcoming entrepreneurial researcher who is making outstanding contributions to business innovation or is creating innovative businesses in New Zealand through technology licensing, start-up creation or by providing expertise to support business innovation.

The Summer Research Scholarship Programme will again be launched in late July and requests for research projects will be sought shortly. The programme provides an opportunity for senior undergraduates to undertake a supervised research project over a 10 week period. A significant number of these projects will be co-funded with government agencies, crown research institutes, industry, business, health, community and education partners.

Two of seven new research projects to be funded from the Deep South National Science Challenge are to be led by UC – one on climate model evaluation using satellite simulators and the other on versatile 4D drones for observations of deep south key earth system processes.

Dr. Alan Millar and the Electric Power Engineering Centre have developed a web based tool, Solar PV Calculator, funded from the GREEN Grid research programme which will be publicly launched later in the year.

Professor Tim Bell was successful in securing funding (\$350,000) from Microsoft (Seattle) via the UC Foundation in America to develop computer science education resources and made a significant contribution to the new computer science curriculum for schools.

The Chief Science Advisor to the Prime Minister, Sir Peter Gluckman, gave a presentation on campus on 7 July. The address was wide ranging. Sir Peter highlighted the importance of the Government's Statement of Science Investment in guiding policy, the rapid development of interdisciplinary research and preference given by funders to team and interdisciplinary research grant applications, the increasing focus on excellence and impact in assessing funding requests, emerging opportunities in using "big data" to undertake research to inform public policy and as an aside the opportunity for academics in the humanities and social sciences to move from advocacy for their discipline to using their skills to broker the contribution they and others can make to addressing some significant questions society faces as a result of change whether induced by demography, climate or technology.

4.6 DVC Academic

The DVC(A) and team has been primarily focused on CUAP and academic audit matters. The one year on academic audit report has been provided to AQA and will be considered by its Board in early July. On the CUAP front the round one meeting occurred on 14 July. At the time of writing a number of our proposals remain under discussion. Issues include NZQF levels, delivery hours versus self-directed hours and graduate profiles.

The Universities NZ Committee on International Programmes met on 8 July. Matters discussed included Education NZ, NZQA, and Immigration NZ. The New Zealand University Foundation Programme in Malaysia was also discussed.

The student management system project is progressing with successful releases of software patches to enhance the online enrolment part of the current system. A new programme director has begun and is primarily focused on generating the materials needed for a final business case which is due with the University Council by the end of the year.

A number of appeals have been held regarding the new special consideration process. Most appeals are focused on whether conditions should be considered chronic or acute.

Academic progress review is under way. The process will be complete by the end of the second week of Semester Two.

Initial planning for 2017 reveals significant pressure on certain teaching spaces which is likely to impact on the length of the teaching day. While more space is on its way, much of what is under development will not be available with certainty until the latter part of 2017 and in some cases will lead to the release and decommissioning of temporary space such as the Dovedale Village.

In the working up of the proposal for the Bachelor of Product Design (BProdDes) the question of whether and to what extent UC should offer conjoint degrees has arisen. This matter will be considered by AAC, SMT and Academic Board.

It appears that the Productivity Commission has taken an interest in the extent to which current practices, especially by Universities in relation to recognition of prior learning and credit transfer, inhibit student mobility and add unnecessary costs to students and funders.

4.6.1 Update on Uniting the Colleges and Faculties

A draft timeline mapping the issues to be addressed has been prepared and will be discussed at AAC.

4.6.2 Role of Academic Board Review

A number of meetings of the working group have been held. Academic Board will have the opportunity to discuss options before recommendations are made to Council.

5. CONNECT

Intercom: Average opening rate for June: 38.5%. This is 17% 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 47.05% for June, more than 20% greater than the international benchmark for the sector.

These results are slightly lower than May, which was expected due to end of lectures, exam time and the semester break.

5.1 Project Communications

Artwork was completed for a large Campus Transformation exhibit which was on display in the Central Lecture Theatres on Open Day on 14 July. Key messages and information have also been prepared for guides. Campus Transformation information was also included in the Careers Advisors Update Day held in June.

An article about the NEB building was published in the June issue of Chronicle magazine. The UC Centre for Entrepreneurship and Executive Development Programme versions of the NEB factsheet were completed.

An article about the new UCSA building was also published in the June issue of Chronicle magazine. As well as providing information about the new building, the article included messaging about the fundraising campaign.

Work on the Think first winter campaign to promote safety on campus is progressing. The animated video is nearing completion and merchandise has been ordered. Posters and information for student communications are in development. The winter cycle safety campaign is also progressing.

Various updates were published in staff and student channels and projects announcements web page during June – these have covered SCIRT works impacting the Science carpark and the closure of the north/south walkway while roofing repairs were carried out.

5.2 Media

June media coverage of UC-related topics was again overwhelmingly positive. Over the 30 days, there were more than 20 news stories released or pitched, more than 40 media queries handled with plenty of international attention for UC, and no negative media coverage.

UC academics featured in local and international media, most prominently Don Clucas for 3D-printing a prosthetic penguin foot for Bagpipes, an amputee penguin at the Antarctic Centre. As a direct result of media pitching, this story appeared on local and national media, and went viral with coverage on some of the world's most popular websites, including the Daily Mail, BuzzFeed and Huffington Post.

Other UC experts appeared in the media, including Sussie Morrish and student winners of the 21 Day Pacific Challenge, Canterbury Distinguished Professor Roy Kerr, and Christoph Bartneck on Lego violence. UC academics were quoted widely in June with Ursula Cheer and Jeremy Finn discussing various legal issues, Ian Hawes on Antarctica, John Everatt on dyslexia, Patrick Evans' retirement, Gafa Tuiloma and Ashalya Noa on Samoan Language Week, Steven Ratuva on Fiji-NZ relations, Graeme Kershaw on the Townsend-Teece telescope restoration, Brendon Bradley on quake risk, Philip Armstrong on his sheep book, Julia Rucklidge on the Natural Health Products Bill, Niki Davis on BYO tech in classrooms, Patrick Shepherd on synaesthesia, and Greg Newbold on gang issues.

An analysis of New Zealand broadcast, internet and print coverage in June found 378 items. This coverage reached a cumulative audience of 7,262,339 and had an advertising space rate of \$1,914,127.

5.3 Stakeholder Relations

The 13 June Community Meeting was well attended and included a city council representative discussing plans for the Uni-Cycleway. The easement over University lands to enable the cycleway to be developed has been signed and work is expected to be undertaken during the summer.

The next UC Community Meeting is scheduled for 22 August.

5.4 External Engagement

The UC Connect public lecture by Angus McIntosh on fixing Canterbury's problem waterways was well received by more than 260 attendees, reflecting high social media engagement ahead of the lecture.

5.5 Alumni and UC Foundation

Fundraising

Philanthropic Income:

June:	June YTD:
\$381,762	\$3,462,956

Distributions:

June:	June YTD:
\$191,965	\$1,369,965

The UC Foundation appointed Grant Thornton as their auditors for 2016.

The Annual Appeal has generated 281 donors to the 2016 campaign www.canterbury.ac.nz/alumni/appeal. Outbound calling to lapsed donors has reactivated two out of three people called. The next appeal to alumni is to go out at the end of September asking for support for the UCSA building.

UCSA – \$5m target. We have supported the Students' Association with promotion of the Exec Reunion on 5-6 August. Work on the prospectus for the campaign continues, we are waiting on final architectural drawings and alumni quotes. The UCSA will be holding a charity auction on 6 August.

The UC Foundation added \$50k to the \$200k from UC Trusts in support of UC's Summer Scholarship Programme.

I met with the Director of the MacMillan Brown Research Centre Professor Steve Ratuva and the trustees of the MacMillan Brown Trust to review current arrangements. The trustees reported satisfaction with engagement. The trust income provides a modest sum each year for the hosting of a lecture and some research and scholarship grants.

5.6 Stewardship

- UCF/Student scholarship recipients' morning tea on 2 June.
- The Speaker of the House of Representatives, Rt Hon David Carter hosted the UC Alumni and UCF Donor thank you event in Parliament (Wellington) on 16 June which had 81 attendees. Prof Julia Rucklidge, College of Science gave the keynote speech and was very well received.
- The Christchurch donor thank you event on 28 June had just over 100 attendees including scholars and researchers that have received funds as well as donors. Musicians from the Christchurch School of Music played background music and Prof Julia Rucklidge was again the speaker. David and Leigh Teece and Michael Carr Smith – US Trustees – attended the evening.
- The team continued planning for Malaysia/Singapore visit. One family has pledged to increase their endowment by a further \$150k.
- The team are continuing to get thank you letters from scholarships recipients and sending them out to donors.
- 27-28 June stewardship events with David and Leigh Teece, Michael Snowden and Michael Carr-Smith including a dinner, Townsend-Teece Telescope event with College of Science and visit to the Logie Collection and the Arts Centre.
- David Rutherford, a long-term employee of UC who died early in July has left his residual estate, subject to the life interest of his sisters, to UC for the provision of post-graduate scholarships in biological science.

5.7 Alumni

- The Young Alumni event on 15 June at King of Snake attracted 65 guests. Our speaker was UC Lecturer Ekant Veer, who was very popular.
- E-News went out in July to over 40,000 contactable alumni
- The Crusaders pre-game event on 16 July sold out (120 people at \$35 each).
- The mentoring programme has matched 15 alumni with students.
- The Alumni database was used to promote various events including World Court (College of Arts) and Parents as Careers Educators (Careers).

6. ENABLERS

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

6.1 Library

The University Council has requested an update on the current moratorium on taking new materials into the archive collections to better understand the impediments to taking additional gifts.

The relocation of the Education Library from Dovedale to the Central Library has been deferred until the 2017/18 summer break due to the forecast delayed completion of the New Education Building.

6.2 Staff Matters

Biological Sciences technician David Rutherford's sudden death on campus as a result of heart attack was both a sadness and a shock. He will be missed by his colleagues. A letter of condolence was sent to David's family.

With low rates of inflation, automatic step increases and tight budgets, SMT is giving consideration as to how the GSRR round will be conducted this year.

While recruitment to fill several new academic and technical roles in Engineering and vacant roles in Business and Law is under way, it will be virtually impossible to establish new general staff positions without disestablishing roles over the next few years. This means that whenever a general staff position becomes vacant the opportunity must be taken to review the nature and priority of the work undertaken by that role.

2017 is going to be a very demanding year as student numbers continue to grow and significant decanting and recanting of staff and materials is undertaken affecting Engineering, Science and Education and to a lesser extent Business and Arts. 2018 should begin to see some step down in these exceptional activities.

6.3 Infrastructure

Details of building status are contained in the appendix.

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

The peer review has confirmed the vulnerability of both the research and teaching blocks to rock fall. The University will need to consider its options in order to support future research and teaching in Kaikoura. In the meantime the value of the field station has been written off and the estimated value of the land reduced significantly.

The demolition contract for the UCSA building is expected to be let this month. It is now expected that the replacement building will not be completed until early 2019.

6.4 ICT Graduate School

At TEC's instruction a further attempt is being made to conclude an agreement to establish the ICT Graduate School in the South Island.

7. Financial Outcomes: (Management Accounts to 30 June 2016)

June 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	165,667	158,633	7,034	323,214	331,744	8,530
Total Operating Expenditure	165,650	170,132	4,482	336,871	340,679	(3,808)
Net Surplus/(Deficit)	17	(11,499)	11,516	(13,657)	(8,935)	4,722
Net Surplus/(Deficit) as a % of Total Operating Income	0.0%	(7.2%)		(4.2%)	(2.7%)	
Capital Expenditure	84,552	146,546	61,994	274,635	208,875	65,760
Cash/ Short Term Investments/ Short Term Government Stock	302,103	90,870	211,233	42,081	272,465	230,384
Working Capital	222,492	56,913	165,579	8,296	243,680	235,384

* 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 June 2016. This overall favourable position is due to positive 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 a negative variance in total personnel expenses.

We had been budgeting for an operating **deficit** as at the end of June 2016 of \$11.499 million, but have returned an operating **surplus** of \$0.017 million. This is a significant change to the \$6.816 million surplus reported at 31 May 2016. The main changes are mainly in the write down of the Kaikoura field station, the write off of SMS software development costs, and the actuarial valuation adjustment to long service leave, sick leave and retirement leave.

Capital expenditure is currently \$61.994 million below budget. \$60.136 million of the expenditure incurred to date is UC Futures related (CETF, RSIC, and NEB) against a year to date budget of \$114.487 million. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by \$7.643 million.

7.1 Cash Flow

The June 2016 cash position of \$302.103 million is higher than budget by \$211.233 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, RSIC and NEB projects, with significant deposits maturing in August 2016 that will be available for reinvestment.

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 June 2016, it is too early to identify whether the University is tracking to meet its targets. The University's achievement for 2015 was within the ranges set.

7.2 Working Capital

Working capital¹ of \$222.492 million at 30 June 2016 is \$165.579 million more than budget, mostly due to the additional cash balances as a result of the lower capital expenditure (see above).

8. BUDGET 2017

As we begin the process of preparing the budget for 2017, based on the 10 year updated forecast of enrolments, it is clear that restraint will again be the order of the day. As we knew the allocation of our interest earning deposits to meet the costs of the building programme will see interest earnings fall to zero and depreciation costs rise. Next year alone we are forecasting a reduction of \$8.3million in interest and an increase of \$5 million in depreciation. While increased student numbers and tuition fees are forecast to offset some of this adverse change we will certainly face a challenging budget round.

9. COLLEGE SUMMARIES

9.1 College of Arts (Te Rāngai Toi Tangata)

The current estimated date for completion of the Chemistry Building in the Arts Centre is 22 December, which should allow sufficient time to relocate Classics and Music Performance there for the start of the 2017 teaching year. We continue to plan for a full formal opening in April, to coincide with graduation, including a significant exhibition involving the Logie Collection in the Teece Museum of Classical Antiquities.

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

Last month we hosted the annual NZ DASSH conference – a meeting of the PVCs/Deans and other managers in Arts Faculties and Colleges around the country. Topics included benchmarking around targets such as course minima, SSRs, and staff workloads; promoting the value of the BA degree; taught Masters and the future of Honours; and the structure of BA degrees. Some of these topics will also appear at the full Australasian conference shortly to take place in Hobart.

Also in June we completed our second all-staff workshop facilitated by Sacha McMeeking, HoS Aotahi. The topic was EFTS growth. The next workshop, which provides all College staff with the opportunity to contribute ideas on some of the key issues and challenges we face, is on Cohort Building and Student Retention.

We recently completed a short course programme for 20 visiting students from Ohio State – the largest University in the United States. The visitors described the experience in glowing terms, and we hope to build on this success with growing Study Abroad opportunities. Our internship exchange with students from Mahidol University in Thailand is now being supported with Prime Ministers scholarships for our outgoing students, and scholarships are also in place for students travelling to Beijing as part of our PACE295 course, taking an internship relating to the Canterbury Mayoral Forum's China Tourism Strategy.

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

We are currently recruiting several new academics to support increased EFTS enrolments in Business and Law programmes, including the new professional taught Masters degree in Business Information Systems, which is now enrolling students for its October 2016 start date. We are also recruiting an International Business Development Manager to support the development and implementation of the College's international growth strategy. The Business School in particular is experiencing strong growth in overseas students and this role will enable us to maintain and foster strong personal connections with our overseas partner institutions and agents in key markets.

During the semester break, UC Centre for Entrepreneurship (UCE) ran a two-day entrepreneurship boot-camp for over 50 students who learned 'hands-on' the fundamentals of starting a business or social enterprise. The student ventures varied widely from a business named 'Grub' that sells (edible) ants to high-end restaurants to a concept application that supports people with chronic illnesses. Once again we had huge support from the local entrepreneurial community with over 25 external stakeholders volunteering to be mentors to our students. In addition to our expert mentors, several businesses (EY, Duncan Cotterill, Harvey Cameron, ASB and Saunders and Co.) provided free professional advice to the student ventures. The boot-camp concluded with a pitch battle with students pitching their venture in two minutes to a panel of judges.

Congratulations go to Professor Robin Palmer, Director of Clinical Legal Studies, who has been awarded a 2016 Global Legal Skills Award at the 11th Global Legal Skills Conference in Verona, Italy. This award was in recognition of the simple, but extremely effective methods developed by Robin to provide students with specialised legal skills such as trial advocacy and clinical law skills including interviewing, counselling and negotiation as well as report and brief writing.

Finally, further evidence that UC is a truly international University – Professor Karen Scott has just returned from the United Nations in New York where she was invited to present a paper at an international conference on the *Legal Order in the World's Oceans: UN Convention on the Law of the Sea* organised by the UN Division of the Law of the Sea in conjunction with the University of Virginia (27 – 28 June). Karen's paper explores how the neglected legal focus of climate change on the oceans can be addressed.

9.3 College of Engineering (Te Rāngai Pūkaha)

Electrical Engineering staff are finally moving back into their refurbished wing. The technicians have worked extremely hard to get some of the teaching labs up and running in time for Semester Two and we are very grateful for their achievements in such a short time. We have taken other staff through on mini-tours to give them a taste of how the whole Engineering precinct will look when finished, and there is considerable excitement about the new facilities. However, much of the engineering precinct building project is still behind programme and we are commencing a study of the impact upon the student experience in Engineering, and also the impact on research of current and forecast delays. The latter is becoming increasingly significant, especially in Civil Engineering, as some staff will continue to have no facilities at all for their experimental work. Delays in re-occupation mean that research timelines have been delayed, and we are working to mitigate the effects on both externally funded contracts and PhD student progress.

Next academic year we plan to teach the Civil Engineering first professional courses in two streams to accommodate increased student numbers in that department which arise from this year's increased Intermediate year EFTS numbers. We are currently resourcing this plan, and will advertise for key academic roles to deliver on this in the near future. We also welcomed Professor Larry Bellamy into an externally funded role as our first Professor in Architectural Engineering, which will provide an exciting opportunity to blend civil engineering and architecture in the future.

There have been some changes in the College Office in the last month. Lisa Carter, our Academic Manager for many years, resigned to take up a position in the Postgraduate office, and we are currently recruiting for her replacement. Our Associate Dean (Academic) retired on 8 July, and Professor Tanja Mitrovic from Computer Science will join us in the College Office in that role for the next twelve months to work with the student advice team and the Dean.

In 2017 it will be the 130th anniversary of “Engineering in Christchurch” and we plan to use that as a theme to set up various events and celebrations when all our engineering buildings are finally opened. We are working on the idea of a week-long celebration and marketing coordinators are currently putting together a programme of events.

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

After a period of strategic planning, consultation and staff feedback, the School of Sport and Physical Education has moved into the School of Health Sciences under the leadership of Professor Michael Robb as Head of School, Health Sciences. We look forward to seeing the continual growth and development which will come from this integration. Thus, our College has now consolidated resources into three Schools: School of Teacher Education, School of Education Studies and Leadership, and School of Health Sciences.

This month we have hosted a successful international summit on inclusive education focused on inclusive educational practices serving students from early years settings through to further and higher education. Summit attendees included leaders and researchers from throughout the Pacific and south eastern Asia. The summit discussed the theme of “belonging” in working to enhance equity in education for students from low Socio Economic Status (SES) backgrounds, migrants, indigenous students, those from refugee backgrounds as well as young people with a disability.

Last week we successfully delivered an on campus five day intensive programme for 350 students (experienced teachers) who study with us in a blended learning model to gain a Masters in Specialist Teaching in areas that include Early Intervention, Learning and Behaviour, Deaf and Hard of Hearing, Blind and Low Vision, Gifted and Talented, Autism Spectrum Disorder, and Complex Educational Needs. The College delivers this qualification in partnership with Massey University.

9.5 College of Science (Te Rāngai Pūtaiao)

In staffing news, College of Science researchers Adrian McDonald (Physics and Astronomy) and Wolfgang Rack (Gateway Antarctica) received nearly half a million dollars of funding to lead two separate projects as part of the Deep South National Science Challenges. This is exciting for the team and highlights UCs influence in the Antarctic. The College was also delighted with the announcement that Professor David Schiel is to be awarded the 2016 UC Research Medal.

There have also been a number of successes for students from Gateway Antarctica recently. Three Gateway postgrad students have received scholarships from Antarctica New Zealand. In addition, one of Gateway students released a movie last week called “Thirty Million” which examines the threat posed to the people of Bangladesh by rising sea levels.

Future students have also been a focus for Science recently. The College of Science has launched a monthly newsletter to inform what is happening at the College of Science. The College of Science Discover newsletter updates schools on Outreach activities, research activities, UC events, student profiles, and science tours. The College of Science outreach programme will see more than 700 students visit the Department of Physics and Astronomy in June and July to attend workshops as part of their NCEA requirements.

10. CONCLUSION

As Semester Two enrolments complete and classes resume, activity on campus has picked up. Half of the students who will start at UC next year have already made up their minds, but that means half have yet to do so. Everyone has a part to play in student recruitment and retention and I appreciate all the effort that so many put into outreach, student engagement and helping current and prospective students feel they belong at UC and can succeed. Over coming weeks and months there will be requests to help promote UC and its programmes on and off campus. I appreciate how busy everyone is but there is no doubt that securing our future is utterly dependent on rebuilding student numbers while maintaining quality and containing costs. 2016 has seen major progress and reassurance we are on the right track but we are not there yet. As always I take this opportunity to thank everyone for the part they are playing in our recovery and transformation.

10.1 Appendix 1: Building Update

Overall

The main structural steelwork for both buildings on the RSIC project are now complete, leaving secondary steel structure to be completed, all structural elements are well in advance of the critical path activities for façade and services installation. The façade installation is progressing with some delay, rework to the south-east corner has been completed and a revised installation programme is under review by the project team to ensure there are no further issues.

Practical completion of the ECE wing in Tranche One of CETF was delayed due to product availability for a small part of the cladding and an error in manufacturing of the stair handrails. Some minor rescheduling was required to the reoccupation programme and good progress has been made on this task.

Hawkins is continuing to work toward a 9 September handover date for CAPE, but have recently signalled that this specific wing program may be under some stress, whereas the programmed handover date for Core remains at 28 October and work is progressing well.

In addition, the late approval of building consent for the CNRE and Mechanical wings has caused some delay to the project along with the discovery of significant additional asbestos to the Mechanical wing and the recent liquidation of the Hawkins demolition sub-contractor. Hawkins has been requested to provide updated construction programmes for these two wings including sufficient transparent float to allow for unresolved and unforeseen issues.

The University's insistence on Hawkins providing a more robust and measurable program is intended to avoid the recent experience in Tranche One (ECE and CAPE) of recasting program completion dates and the subsequent undesirable impact on delayed occupancy by the College staff and students. Once the revised program is received the project team will focus on how it can drive the project to meet agreed dates to enable the College to reoccupy the two wings and recommence critical research activities and teaching as early as possible in the 2017 calendar year.

With the UC Council approval of the Stage Two Fit-out Business Case for NEB; including a fixed price tender from Hawkins, a revised programme, a draft set of NZS3910 contract conditions supported by an Independent Quality Assurance report, a contract with Hawkins was signed on 8 July, maintaining the current project program.

Campus Construction Safety Group

The Campus Construction Safety Group continues to meet to discuss any emerging risks on campus and in June the group undertook another review of the Risk Register for Campus Safety focussing on the construction projects and their implications on the University's day to day business and reputation. A manager from the Christchurch City Council (CCC) who has responsibility for public safety and traffic management and infrastructure project planning in the immediate area surrounding the University Campus also attended the meeting.

This provided a unique opportunity to exchange information concerning both CCC future plans and the University's Campus Master Plan. These exchanges of information generated constructive discussion concerning CCC initiatives and opportunities for UC to assist in some of the detailed elements as the Council's plans and projects are developed for the mutual benefit of both parties. A commitment was made for UC managers to attend a CCC management forum to present the 2015 – 2045 Campus Master Plan in an effort to improve CCC senior managers understanding of the proposed investment and infrastructure changes on campus over the next decade.

The contractor round table meeting in June focussed on UC Health and Safety audits of contractor sites and the intended subsequent presentation and discussion of the audit reports with each contractor. The meeting also shared a number of initiatives to improve Health and Safety on sites with both UC staff and other contractors and explored the potential adoption of these specific initiatives across all sites. All contractors have also agreed to the release UC PCG Health and Safety reports to College of Engineering staff for use in their teaching programs to provide a current case study in the application of Health and Safety management and reporting on construction sites, in this case on their own University campus.

Projects in planning stage this month:

The Capital Works team continues to progress projects and the program of scheduled business cases to deliver planned 2016 capital projects.

While the team continues preparation for an industry briefing to inform the market of timings for new projects, this has been delayed as a result of competing resource priorities within Capital Works.

Current Building Status

Key Progress this month:

Major work

Regional Science and Innovation Centre (RSIC)

The main structural steelwork for both buildings is now complete, leaving secondary steel structure to be completed. At roof level the waterproof membrane is being installed and the erection of the roof steelwork continues. The façade installation has continued at a relatively slow pace during the period, in part due to continued discussions between Fletcher and Thermosash on a revised programme and difficulty experienced in installing corner façade sections.

The installation of the shop front windows to level two has commenced with Fletcher working around the western building from the south. The installation programme is under review by the project team along with mitigation measures to ensure finishing trades can start on time in early July. Services installation, fire, electrical, HVAC, lab gasses, AV, security and hydraulics continues on all available floors and services installation is the main driver of the critical path.

Internal wall framing is under construction to levels two, three and four of the east and west buildings and plasterboard installation has commenced on level three of the western building. Rescheduling of activities continue to ensure the programme is maintained with no reported change to the completion date of 10 April 2017. Commissioning is expected to take a further three months.

Developed design for the Stage Two von Haast replacement was completed in early May and the updated cost plan is now within the overall budget with only a minor number of value management items required to be adopted by the PCG to achieve budget compliance. Detailed design is under way with a series of users/occupier workshops planned for July, where final confirmation of layouts and adjacencies will be concluded.

Fletcher, in conjunction with the Independent Commissioning Agent, have commenced with the development of commissioning plans for the project. The draft plans will be circulated to UC for information / comment in due course.

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 meeting chaired by the Chair of the PCG was conducted in the last week of June to initiate a process to close out the obvious misalignment between UC and Hawkins in respect to these matters.

However, it was recognised that the resolution of Tranche One issues does not detract from the delivery of Tranche Two. This was recognised as a key focus and as a result a number of interventions have initiated by UC over recent weeks including a continuation of regular project health check workshops and leadership team meetings, and a series of one to one meetings between the Capital Works, Hawkins site managers and individual UC project consultants including the external project manager, The Project Office.

A statement of occupation has been received for ECE and the reoccupation of a number of areas has been completed in time to facilitate teaching from the start of the second semester. Practical completion of the building continues to be delayed, largely due to external envelope weather tightness issues and provision of completion documentation. There are a number of post contract works that have been identified as being required in order to ensure appropriate functionality of the building. The works have been approved by the PCG and scheduling of the work is in progress.

The latest monthly report from Hawkins forecasts a 9 September handover date for CAPE. The opportunity to reoccupy the building in time to facilitate teaching over the second semester has now been missed and the main phase of reoccupation activities will take place at the end of the academic year.

The programmed handover date for Core remains the 28 October and work is progressing well.

The late approval of building consent for the CNRE wing has caused some delay. In addition progress on site with structural elements is slightly behind programme. This is being monitored closely to identify if it will have a material effect on the overall completion of the building wing.

There has been a considerable delay the mechanical wing works due to the late approval of the building consent, discovery of considerable amounts of additional asbestos and the liquidation of the Hawkins demolition sub-contractor. The latest asbestos surveys indicate that the asbestos removal works will soon be complete. Hawkins has been asked to provide updated construction programmes including sufficient float to allow for unresolved and unforeseen issues.

Practical completion of the Structural Engineering Laboratory has been awarded and backdated to 19 April. The final account has been agreed and the project has been delivered under budget by \$190,000. The building is now within the 12 month defects liability period (DLP).

Electrical Link Reclad

The Electrical Link Building reclad has completed developed design and has transitioned to detailed design. Staff that will inhabit the building have been updated with the proposed design and some staff have voiced their concern with occupying a building that will not look and feel like the one they left. RLB report the Business Case budget remains on track for the project.

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

The Stage Two Fit-out Business Case was approved in June providing a new project budget of \$79,313,905. This figure includes \$4.4m of contingencies and with 80% fixed costs. The new contract for the project was due to be signed by 8 July. A large part of the remaining cost is UC supplied items. Following retendering of the mechanical services sub-trade, an alternative subcontractor has been approved resulting in a significant saving from the initial tender process.

In June, Hawkins advised UC of a potential seven month delay with the provision of the terracotta rain screen tiles being supplied from Germany. The project team has quickly reviewed a number of supply options presented by Hawkins, subsequently approving an alternative supplier. The potential price impact is minor and to Hawkins' credit there is now no impact on programme.

The contract includes a practical completion date of 28 August 2017 with a target preferred occupancy date proposed by the College in October. However, given other experiences by UC in project delays the PCG has recognised the requirement of an additional program delay contingency period. In that context the project team presented a 'worst case scenario' providing occupation of the building no later than 20 December 2017, ready for the first semester in 2018. The Education Library books and equipment relocation has now moved to a single shift over the 2017/2018 holiday break.

The design team is working with the COEHHD, 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. The interior of the Coppertop will feature machined ceiling panels of Maori design. None of these design initiatives impact on the approved budget.

Health and Safety (H&S) remains a priority with periodic independent and UC audits, monthly (UC) site surveys and scheduled SMT site tours providing a critical focus for contractors on this and other campus construction sites. H&S issues and communications are tracked and monitored at site meetings.

Other Buildings/ Projects

UCSA

Construction works to the Dovedale ELC are now almost complete, with the final Council inspection for Code of Compliance achieved. The licensing application to the Ministry of Education is also under way. It is anticipated that the new facility at Dovedale will be operational on 1 August. There is no prolonged closure of the Ilam Early Learning Centre as the final move is happening over a few days. This relocation occurs prior to demolition of the existing UCSA building in August.

The enabling works for the new UCSA building have begun on site to divert the infrastructure services prior to the site handover to the demolition contractor.

The competitive demolition tender has been awarded to Southbase Ltd. It is in line with budget estimates. The team has completed a successful and comprehensive value engineering design process to bring the design back to budget while still maintaining the functionality for the UCSA and students. The design is now aligned with budget and the team is under way with developed design. Following on from the design reviews which have been undertaken, detailed design will be complete in Jan 2017.

A comprehensive review of the master programme by the team led to the tabling of a revised date for the new building being operational by February 2019. An accelerated programme was discussed at the PCG with completion in mid-2018 but was unanimously agreed that this carried too much financial and programme risk. As such the PCG has now endorsed the revised master programme with planned occupation of the new building by February 2019.

Arts Centre

Both the resource and building consent have now been received, allowing all on site works to commence during June, and a revised programme has been agreed with the contractor which targets completion of their works by end of December. This allows UC to have some confidence in the ability to planning teaching to commence at the Arts Centre in Semester One 2017. Following the approval of the increased budget by UC Council in June, the full fit-out works can now be instructed, further reducing the risk of delay.

The exhibition design has been presented to the Arts Centre PCG, and barring any issues from the landlord, this will now be released for tender to a shortlist of specialist suppliers in July.

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 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.

2. Postgraduate apartments at Dovedale

The design is progressing on the delivery of 150 post graduate beds at Dovedale on the existing Education Gym site. External project managers have been appointed and a programme is to be presented to the PCG in July for endorsement, business case development and UC Council approval.

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)

UC Council approved the business case for this development in June, and the contractor is being selected to undertake ECI with the design team during July and August. 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.

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.

10.2 Appendix 1 –Events

Event	SVA Year 10 In-schools programme	Hosting at Tactix home games during June	In-schools activations with the Crusaders during June	Update Day	UC Connect: Freshwater fix: Can we save Canterbury's problem waterways? Prof Angus McIntosh
Description	A 4-day programme delivered by the SVA, the U-Can programme gives high school students the chance to gain valuable leadership and project planning skills, then put these into practice through volunteering in their community.	Liaison hosted students from Cashmere High School & Linwood High School	Training with UC Cup team at Rangiora High School	On campus conference-style event for career advisors and practitioners from throughout NZ to be updated about the university.	The UC Connect public lecture series (replacing What if Wednesdays) offers the community the opportunity to attend topical, interesting, educational lectures on a range of topics given by experts in their fields
Purpose	Recruit	Recruit	Recruit	Recruit	Engage
Audience	Local Year 10 secondary School Students	Pacifica/Māori students, Y9, Y10, Y13 students	First XV squad	Career advisors and practitioners	Local stakeholders
RSVP / registration # / total attended	36	50	20	98	Registered: 309 Attendance: 260
FB likes	62	n/a	59	n/a	11
FB comments	0	n/a	2	n/a	0
FB shares	0	n/a	6	n/a	0
FB total engagement	62	n/a	67	n/a	11
FB reach	9,162	n/a	14,294	n/a	1,129
Twitter engagement (recorded within a week of the event)	2.4% engagement rate: Seen 1,351 times and had 32 total engagements	n/a	n/a	<ul style="list-style-type: none"> • 3.4% engagement rate: Seen 887 times, with 30 engagements • 4.3% engagement rate: Seen 865 times and had 37 total engagements 	2.1% engagement rate: Seen 1,536 times with 33 engagements
Attendees level of satisfaction (survey data)	n/a	n/a	n/a	Survey under way	n/a

10.2.1 Upcoming Events Calendar

Friday 22 July	TBC	TBC	Super Rugby Qualifiers	Engage
Saturday 23 July	TBC	TBC	Super Rugby Qualifiers	Engage
Sunday 24 July	TBC	Sydenham	SVA In-schools Volunteer programme, Year 10. Day 3 (Connecting the Community)	Engage
25-Jul	-	-	SCHOOL TERM 3 BEGINS	-
Monday 25 July	7pm - 8pm	C1	UC Connect: The Dis-United States? Clinton vs. Trump and the impact on New Zealand. Presented by Associate Prof Amy Fletcher	Engage
Tuesday 26 July	5.30pm - 7pm	John Britten Building	Corporate Donors - Donor Thank You	Engage
Wednesday 27 July	5pm - 8pm	Jack Mann Auditorium	Jandals 3	Recruitment & Retention
Friday 29 July	11.30am - 12.30pm	C3	UC Connect: Bringing the Virtual to Reality. Presented by Joe Letteri, Weta Digital's multiple Oscar-winning Senior VFX Supervisor	Engage
Friday 29 July	TBC	TBC	Super Rugby Semi finals	Engage
Saturday 30 July	TBC	TBC	Super Rugby Semi finals	Engage
Tuesday 2 August	3.30pm - 5.30pm	Undercroft Common Area	ICT Careers Fair	Recruitment & Retention
Friday 5 August	9.30am - 1pm	UC Campus	Ekea! Year 12 UC Pathways for Māori	Recruitment & Retention
Saturday 6 August	TBC	TBC	Super Rugby final	Engage
Thursday 11 August	7pm - 8.30pm	Undercroft Seminar Room 101	Parents as Career Educators seminar	Recruit

Thursday 18 August	7pm - 8.30pm	Undercroft Seminar Room 101	Parents as Career Educators seminar	Recruit
Thursday 21 August	7pm - 8.30pm	John Britten Building	Parents as Career Educators seminar	Recruit
Tuesday 16 August	7pm - 8pm	Law 108	UC Connect: Climate Change and how it affects you (TBC). Jo Tyndall, Climate Change Ambassador to NZ UN Security Council	Engage
Wednesday 17 August	7.30am - 10am	Undercroft Common Area or Ilam Homestead	Women in Leadership breakfast	Recruitment & Retention
Wednesday 17 August	9am - 12pm	Undercroft 101	SVA In-schools Volunteer programme. Day 4	Engage
Friday 19 August	11.30am - 2.30pm	Undercroft 101 / Dining Room, Level 6	St Bede's PD - Update Day	Recruitment & Retention
19-Aug	-	-	UC TERM ENDS	-
Monday 22 August	6pm - 7pm	Undercroft 101	Community Meeting	Engage
Tuesday 23 August	6pm - 8pm	ASB Showgrounds, Auckland	UC Engineering Info Evening (Auckland)	Recruitment & Retention
Monday 29 August	2pm - 3pm	Undercroft 101	VC Forum (for direct reports of SMT members)	Engage

10.3 Appendix 2: VC Activities

Past	
01 July 2016	Attended the 59 th Anniversary of the Logie Collection
04 July 2016	Met with Minister Joyce in Wellington
06 July 2016	Attended drinks hosted by the UCSA to thank University staff for their ongoing support
07 July 2016	Hosted Sir Peter Gluckman, the Prime Minister's Chief Science Advisor on Campus
11 July 2016	Met with Tom Hooper from the CDC at their offices alongside Wendy Lawson
12 July 2016	Hosted a Community Dinner alongside Dr John Wood and Sonia Mazey
14 July 2016	Attended the UC Open Day
20 July 2016	Spoke at an induction for new staff
23 July 2016	Attended the Gardner Memorial Lecture hosted by the Canterbury History Foundation
Upcoming Events	
26 July 2016	Attending the UC Foundation Donor thank you event for corporate donors
28 July 2016	Attending the Length of Service at UC Awards Attending the Canterbury Recovery Learning and Legacy Sponsors Group Meeting Attending the Deloitte South Island Index
29 July 2016	Hosting Joe Letteri, co-founder of WETA Workshops on Campus Attending the Entre Sponsor's cocktail function
02 August 2016	Hosting an SMT Development day
03 August 2016	Hosting a UC Community Dinner alongside Dr John Wood and Keith Longden
05 August 2016	Attending the UCSA Executive Reunion
06 August 2016	Attending the UCSA Fundraising Function
08 August 2016	Speaking at a Golden Key Event
11 August 2016	Attending the Universities NZ VCs meeting in Wellington
16 August 2016	Attending lunch with the New Zealand China Council Attending Jo Tyndall's lecture on climate change
17 August 2016	Attending the Women in Leadership Breakfast Speaking at a New Staff Induction
22 August 2016	Attending a Community Meeting
23 August 2016	Hosting welcome drinks for Professor Ian Wright (new DVC R & I)
24 August 2016	Speaking at the Tech JumpStart Awards
25 August 2016	Hosting the Governance Oversight Group on Campus
26 August 2016	Attending the Malaysia Day Dinner