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

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## **1. INTRODUCTION**

As we close in on the halfway mark for 2016, attention has turned to mid-year exams, mid-term break and semester two enrolments. A particular effort is being made to process enrolments with a view to further advancing student numbers after such a positive start at the beginning of the year.

In the campus transformation space, the RSIC, CETF and NEB developments continue to take shape, with UC and the construction companies working hard to mitigate the impact of late completion in the case of CETF and NEB. The demolition of the UCSA building is likely to begin in August.

I am reassured, as are my counterparts at other Universities that the May budget announcement shows a funding boost for research, and innovation initiatives. Increases to tuition subsidies for science, and to fund additional places in engineering are welcome, but funding in disciplines like law, the humanities and commerce have not increased since 2012.

## **2. STRATEGIC MATTERS**

### **2.1 UC Futures**

The UC Futures Programme will be presenting two key reports to Council this month for decision. The business case for completing stage two of the rebuild of the former Commerce Building, now known as the New Education Building, will be provided to the UC Council in June. This business case follows the case to strengthen the building which was considered in December, 2014 and reviewed in July, 2015. The current estimate is that the development will cost more (around \$10 million) and possibly take longer (past July 2017) than estimated in July 2015.

The Minister for Tertiary Education, Skills and Employment has asked UC to re-check its decision to go ahead with Stage Two of the RSIC (von Haast replacement) and an options analysis for this development will also be considered by Council this month. The full implementation business case for RSIC stage two will not be considered by Council until later in the year and the expectation is to take a recommendation to Ministers for endorsement and co-funding (\$15 million of Crown support withheld at the time RSIC Stage 1 was endorsed in November 2015) no later than November this year.

Council will also consider the outcome of the RFP process for the old Rutherford building.

Overall, the boost in enrolments this year has meant that the Government and the UC Council have more confidence that UC will recover to pre-earthquake domestic enrolment levels and sustainability in the timeframe we have planned for. As a result the case for building RSIC stage two) is strong.

The UC Council will also consider a Financial and Capital Review undertaken this year to be provided to the Minister by 30 June 2016 at this month's meeting. This review canvasses the University's enrolment position, its operating cost position and its capital plan and reforecasts the position until 2022, and is in response to a Ministerial query that resulted from his consideration of the business case for the whole RSIC project submitted last year. It reflects a return to operating surplus without Government support in 2019 and a return to the pre-earthquake position of the University by 2022 and with a more international student mix. The UC Futures programme was created in response to the adverse effects of the earthquake events. It is positive to reflect on the significant progress UC has made in recovery to date but also to recognise the need for Government support as planned and agreed in 2014.

## **2.2 Regional Science and Innovation Centre (RSIC)**

The programme for the first of the two buildings of this two building science development is now tight, and the main construction contractor, Fletcher Construction Limited, is working hard on a number of fronts to avoid delays. The team are working under lights to ensure that all allowable hours are used to meet the schedule. Hours of work are restricted to limit the impact on neighbours. The Project Team are calling for expressions of interest in June from companies aiming to build the RSIC stage two building to replace the von Haast building which is earthquake damaged. This will allow the team to invite tenders from this group, should the Council approve the economic case to proceed, in time to continue on the planned schedule.

## **2.3 Canterbury Engineering the Future (CETF)**

June should see the completion of the Electrical and Computer Engineering wing (ECE). The Christchurch City Council's inspections to be able to issue a Certificate of Public Use is anticipated shortly. The Project Team and constructors remain very grateful for the patience and fortitude of the staff and students of these departments in dealing with the series of delays to completion. The Chemical and Process Engineering new built laboratory wing (CAPE) was due for completion on 20 June but a further five week delay has been advised. The late notification of delay and declining confidence in estimated time to complete is being raised with the contractor.

Deloitte has been commissioned to review the 'readiness for service' of these two wings of the CETF project and have interviewed key College and project staff to gather their views. UC sees this as a valuable exercise in gathering information to inform the opening of these two wings as well as to use in all the other major construction projects on campus. At this time we have not been advised of further delays in completion of the core or central hub scheduled for delivery in October 2016.

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

The main development in this project for June is the provision of the business case to complete the rebuilding of the New Education Building after the strengthening phase. UC has been negotiating with Hawkins South Island Limited to complete this stage of the building for about four months and negotiations have reached a position where UC is able to recommend to the Council that the contract is executed. This stage two of the project is the fit-out of the building and can start before the strengthening is complete, and will finish after the strengthening is complete. The schedule for this building is likely to slip further as a result of delays in steel work and the period for negotiation and procurement work to price stage two. A new schedule will be provided to the UC Council along with the business case to complete stage two and to move the College of Education, Health and Human Development from the Dovedale Campus. The design team is working with the College, Maori and Pasifika groups to finalise the cultural influences on the building fit-out and transition work is going well.

## **2.5 International Growth**

UC has renewed its focus on recruiting international students from New Zealand secondary schools and has had some success so far this year in increasing full fee students from this pathway. A new recruitment plan for this activity is being considered by the Senior Management Team International (SMTi) this month, and the International Relations Office staff has been actively visiting schools and the international directors in New Zealand secondary schools in particular. A significant potential source of these international students is the Christchurch College of English Language, located on the Dovedale Campus. UC is ensuring that it retains a close relationship with this organisation in both direct and joint marketing and recruitment activities.

## 2.6 Graduate Profile

### 2.6.1 Graduate Attributes

A significant amount of work continues within Colleges and Programmes on reviewing programmes and courses in line with Graduate Attributes. The DVC Academic is discussing with Hub leaders how they can best provide future input for academic staff. This includes how ideas can best be shared between Hubs as to what has worked best to date. The DVC Academic is also consulting the Academic Administration Committee about how best to provide ongoing reporting to Council about overall progress. This reporting will be in the form of a set of high-level key performance indicators. The production of some of this data will rely on regular input from Programmes via the AAC.

Over 500 students have now registered for documentation of activities and learning outcomes through the Co-Curricular Record.

#### **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.*

Regular cycle of programme reviews continues.

#### **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 over 60 participants to progress to the final. The 21 Day Challenge selected a winning team from six participating teams and three finalists.

#### **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.*

All Colleges are well into their mapping process for this attribute, which is very much appreciated. The next BICC hui with PVCs and Deans is planned for the end of June at which colleagues will share the results of the mapping exercises. This will be followed by analysis of the mapping results, which will lead to the process for developing content for delivery. The work carried out by colleagues to date is most impressive and is an important step in the process of enhancing, developing and creating curriculum content.

A small celebration was held on 1 June for the second ARTS 295 – Aoraki Bound interns. Two UC students participated as mentors to younger participants in Te Rūnanga o Ngāi Tahu's Aoraki Bound development programme. Aoraki Bound is a 20-day cultural and personal development programme has the aim of building the leaders of tomorrow. Aoraki Bound combines Ngāi Tahu cultural knowledge and expertise with the experience and reputation of Outward Bound in a journey from Anakiwa at the top of Te Waipounamu to the feet of Aoraki. These internships are a continuing collaboration between Te Rūnanga o Ngāi Tahu and UC and a unique opportunity for our students.

The Academic Skills Centre (ASC) have requested a workshop on Bicultural competence and confidence to support their operational teaching practice. ASC teach students academic skills individually and they are increasingly teaching into courses across the colleges. Colleagues in the Office of the AVC Māori are working with the Academic Skills Centre to plan this workshop.

The UC Health Centre participated in a half-day tailored Te Reo in the workplace workshop which was facilitated by Mary Boyce and Ripeka Tamanui-Hurunui, with very positive feedback from participants.

The Bicultural Competence and Confidence 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.

#### **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.

### **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**

In approving the release of the \$85m in capital funding toward RSIC in November 2015 the Minister requested an update on our 10 Year Financial Forecast and capital expenditure plan be provided to him prior to 30 June 2016. This work has largely been completed and will be reviewed by FPRC when it meets on 20 June. The model forecasts the University return to surplus in 2019 having maintained tight control of costs, achieved a return to 2010 levels of domestic enrolments and a material increase in full fee paying international students. The forecast also reveals a continued but reducing dependency on funding for under delivery of domestic EFTs in 2017 and 2018. The forecast also assumes the government provides the final \$15m of RSIC funding in 2016 and \$50m of capital funding in the first quarter of 2019.

## **3.2 International**

### **3.2.1 International growth strategy (IGS)**

The framework for international student experience will be further developed and presented to SMTi by the end of June. The current focus is on processing enrolments for the second semester and an October intake for selected courses.

### **3.2.2 International partnerships**

Peking University (PKU) in China has recently been ranked 21st in the 2016 THE World Reputation Rankings. PKU is one of our key partners. Students from PKU participated in the *CHCH101 - Strengthening Communities through Social Innovation* summer course earlier in 2016. The Partnerships team alongside the College of Arts is currently working on a short course for UC students to go to PKU for three weeks in November. This is an example of our strategy to build deep partnerships with a small number of elite universities.

IRO hosted a delegation of 40 people from the Hubei Provincial Department of Education (HPDE), China on campus on 1 June. This visit was co-ordinated with Christchurch Educated and the Chinese Consulate in Christchurch. The delegation discussed implementation plans following on from an MoU between Christchurch Educated and the HPDE signed last year. As Vice Chancellor I gave a key note address to the representatives of 18 tertiary institutions from Hubei province. With over two million students in Wuhan City, one million in tertiary education, there is a significant opportunity to develop interest not only in undergraduate but in postgraduate programmes.

### **3.2.3 Study Abroad UCXchange**

The focus for Study Abroad this month is attendance at the NAFSA conference in the US, a key international conference which provides the opportunity to meet with existing and potential partners and agents from around the world. New partnerships and growth channels will be a focus for meetings at the conference. Work has been done throughout May on the Study Abroad strategy for 2017. UC also hosted a familiarisation visit for four recruiting and advising staff from International Studies Abroad as they prepare for 2017 Study Abroad recruitment.

May is also a busy month for outbound exchange – the annual outbound exchange fair for UC students was held in early May, with strong student attendance, and the team advised many students on potential exchange destinations as the first outbound deadline for 2017 approached at the end of May.

### **3.3 International Recruitment (including in-country international students)**

#### **3.3.1 General Issues**

Recruitment is gearing up for the semester one 2017 EFTS with a number of recruitment fairs being held over the following six months. There are a number of initiatives under way looking at admissions, Deans Awards, marketing and staff capacity and agent contract review.

IRO is working on agent contract activity in preparation for the contract audit later this year. This includes working with IT to introduce a best practice model to record agent contracts, update agency contacts on our websites and work with the IRO team to update the country agency mailing lists.

IRO has appointed an International Recruitment Coordinator (China), who will be working with UC's representative in China.

#### **3.3.2 South Asia and India**

UC's Indian representative has been working on her call plan and reviewing possible areas to improve penetration into different programmes at UC. The Director of International Growth Strategies is in India providing additional support for this project. Feedback from a review of the undergraduate market in India would indicate that there are opportunities for UC if investment is provided.

There is a planned school visit to UC in July/August, which will see ten international school students come to UC and Canterbury for the week. They will be accompanied by the school principal, who is looking to send their son to UC next year.

#### **3.3.3 Domestic recruitment**

There have been some very successful visits to some Auckland schools with Engineering and UCIC being the key programmes of interest in the middle to upper North Island. The Nelson and Tasman Bay area provided strong interest after a week of school visits. This was across all programmes, but also highlighted the need to push UCIC more in the region. A record number of students (around 300) attended the Wellington recruitment evening and a very successful event promoting Engineering to women was held with over 120 attendees.

A very positive visit with Christchurch College of English Language (CCEL) students also indicates the need to work closer with CCEL and UCIC to ensure a viable pathway option to UC for in country international students and permanent residents.

#### **3.3.4 China**

UC's Beijing-based recruiter has been attending recruitment events full time, and supported a CANIC Christchurch based entity with school visits as well. He will be visiting UC in late June for further exposure to UC culture and programmes.

#### **3.3.5 Pre-Admission**

The main focus has been on ensuring that information relating to incomplete and conditional offer applications is received and entered into the system so that full offers can be sent out. There is a major issue with agents not providing critical information needed for late applications for July 2016. This is an area that will require additional agent training and management.



## **General**

**Hobsons Contract:** IRO has renegotiated the contract with Hobsons. This will see enhanced enquiry and offer management services at a significantly reduced fixed cost. However, the contract states that UC has to provide sufficient support to ensure Hobsons can perform the tasks required.

**Health and Safety:** A review of the requirements for offshore travel is being undertaken. This is in light of the changes to the Health and Safety in Employment Act and a general concern regarding UC staff recruiting offshore.

**International Admissions Form Review:** IRO is reviewing the existing international application form with a view to streamlining and enhancing the student and agent experience. This project will see IRO and Admissions, in consultation with colleges, develop a new fit-for-purpose form for the following two to three years

### **3.4 Domestic Recruitment**

#### **3.4.1 Marketing**

The undergraduate prospectus and seven college publications have been printed and dispersed to schools. The Christchurch Expo was held May 12-14 – with more than 4,000 publications distributed to prospective students. The Publications Team is working on two International publications – The International Prospectus and the Study Abroad Guide.

Social media activity continues to be high with an increased emphasis on Twitter and Instagram (over 1,000 followers). The areas of focus on Facebook have been product placement, campus profile, UC7 videos, and event promotion. The Online WCMS phase III has been approved – work is under way to establish the project team.

The UCME brand campaign continues with outdoor, online and radio being utilised. The UC GO Canterbury campaign taking our Auckland specific offer to market has been launched through adshells outside schools and will be supplemented by radio and online placements in June-July. The UC Merit campaign which focuses on our undergraduate scholarship offer, utilising outdoor, press, radio and online channels, has been in market during May, and feedback regarding visibility has been positive. A semester two campaign has been launched into the local market – utilising newspaper, online and radio.

#### **3.4.2 Liaison**

Information Evenings are the main recruitment events held throughout May and June. The first events of the month were held in Hamilton, Auckland, Tauranga, Taranaki and Wellington. Attendance increased in all regions apart from Auckland which had similar numbers to last year. Wellington in particular has increased considerably since 2014 from 130, to over 300 attending on 26 May.

The Engagement Team has been providing support to the new Maori Outreach Coordinator in the Maori Development Team and the new Academic Business Development Coordinator in the College of Science to assist with information sharing, strategy development and alignment with operational activities across the University.

The team has also been busy working with Events on UC's Crusaders, Tactix and SVA partnerships. Year 13 students from Burnside and Hornby were hosted at Crusader games, and 100 secondary school girls from UC Cup teams participated in a skills session run by the Crusaders. In-school training sessions were also arranged for St Thomas' and Shirley Boys.

We facilitated an in-schools skills session at Linwood with members of the Tactix netball team, with students from Aranui also attending. Senior management staff from Riccarton High, Kaiapoi High and Lincoln High Schools were hosted at a corporate table for one of the home games.

Fifty students from St Andrews, St Margaret's and Burnside also attended the Future Problem Solving session with speakers from Linguistics and Aotahi providing key curriculum knowledge. May has also seen the start of visits by the Vice-Chancellor to eight selected local secondary schools (St Andrew's, Christ's College, Riccarton, St Thomas, Christchurch Boys High, Christchurch Girls High, Cashmere and Marion Colleges) to meet with their principals. The visits appear to be well received and the general feedback is that the flight from the city observed in the 2013 school leaver group (2014 new to UC from high school cohort) has ceased and Canterbury school leavers destined for University study are increasingly persuaded to study at UC if the programme of study they are seeking to enrol in is available.

### 3.4.3 Admissions

A total of 374 admission *ad eundem statum* (AES) applications were recorded as received this month to 26 May. This compares with 484 and 361 AES applications received in May in 2014 and 2015 respectively. So far year-to-date 2016 admission AES applications received are 48% and 36% higher than at the same stage in 2014 and 2015 respectively. As with previous months, a significant proportion of the applications received (32%) do not have sufficient documents provided for the applications to be assessed.

#### New admission AES applications recorded from 1 to 26 May 2016:

	Total	Undergraduate	COP	Postgraduate	PhD/EdD*
Able to process	258	119	8	97	34
Incomplete	119	17	0	93	9
Total	377	136	8	190	43

\*Includes 4 non-AES PhD/EdD applications.

\*Includes 7 non-AES PhD/EdD applications.

A highlight this month has been two new Admissions Officers joining the team.

### 3.4.4 Enrolment

An estimated 2,268 students and visitors were welcomed by Student Services during May 2016. Of these 1,377 have been assisted by our Information Desk and a further 354 have been assisted by the Enrolments Team. This represents increases during the same period in 2015 of 34% and 23% respectively.

A total of 65 PhD students have been fully enrolled during May 2016 (35 international). This is a 7% decrease on May 2015, however year to date we are tracking very similar to 2015. A further 26 students have enrolled so far for June 2016 (15 international). Enrolment reminders have been sent out to 48 continuing PhD students for July 2016.

A reminder service for Master's thesis students has been initiated. These students will now receive two reminders to re-enrol, similar to that of PhD students. This will offer a more cohesive approach which will endeavour to stop some of our Master's failing to enrol in a timely manner.

A draft for amalgamating the two Programme Entry Application Forms is currently being assessed by Enrolments and the College of Education. This is currently with the Design Team.

Within the Contact Centre a total of 4,870 calls were answered and 1,829 emails responded to. The Contact Centre directly answered 1,243 emails.

### **3.4.5 Scholarships**

During May the Scholarships Team has been administering and supporting the selection interviews for some UG scholarships which closed on 31 March. Printing of the 2017 First Year Scholarships brochure for school students and subsequent mail out to schools has been completed. The team has also been focused on the initial processing of applications for the mid-year round of UC Doctoral and UC Master's Scholarships, which closed on 15 May.

Expected highlights for June include:

- Payment of the 2016 UC Undergraduate Entrance Scholarship to eligible recipients in June.
- UC's hosting of the Rhodes Scholarship Information evening on 2 June.
- Final preparations before UC's First year scholarships open for online applications on 20 June.
- Completing the processing of UC Doctoral and Master's scholarships from the May selection round in preparation for the selection committee meeting in July.

### **3.4.6 Accommodation**

Accommodation Services is working closely with CLV and IRO to accurately predict the number of semester two students requiring accommodation. Semester two applications are being processed. An intention survey has been sent to all independent international students with an application to UC. This will provide information on the type of accommodation required.

Four information evenings have taken place in the North Island with a good turnout especially in Hamilton. There are more planned in coming weeks.

A Health and Safety audit of all hall providers has been completed and recommendations passed to the halls. This support will continue. A draft risk register is being compiled.

Affiliated housing has applications for semester two. We are also providing some short-term accommodation for interns at UC. The students are settling well and are building small communities.

## **3.5 Student Success**

### **Academic Skills Centre**

The ASC Peer Learning Advisor (PLA) scheme began in 2015. PLAs are postgraduate students studying towards Master's or PhD degrees at UC. They advise undergraduate students in all disciplines during one-to-one consultations and drop-ins. PLAs support students with analysing assignment tasks, assignment structure, planning, referencing, grammar and style, time management, note taking, and exam skills. ASC has employed five PLAs over the past two years.

The ASC currently employs three PLAs. In addition to providing individual support to students, PLAs have the opportunity to assist with classroom teaching. Current and past PLAs have taught communication skills for international students, and revision and exam skills. They have also contributed to the UC Possibilities programme and will be providing academic skills support at the upcoming August PGSA retreat in Kaikoura.

PLAs are provided with dedicated professional development sessions with ASC staff, and attended peer tutor training with tutors from the Pacific Development and Student Development Teams in February 2016. They will also attend Tangata Tū, Tangata Ora later this year.

### **3.5.1 Careers**

The new location of the Career Centre continues show its benefits, with a 25% increase in students attending Career Consultations and express appointments, a 100% increase in use by international students and increased student, and academic staff foot traffic. Employers who have utilised the space available for interviewing students, holding drop in sessions and presentations are also commenting very favourably.

The Engineering and Science Careers Fair held in May was very successful with 59 exhibitors and close to 900 students attending. Again this year both exhibitor and student feedback showed what a worthwhile experience this event is to them. Employers spoke of the high calibre of students and how students were interested, engaged and came well prepared with questions. The next Careers Fair will be for Education on 12 July, at the Dovedale Campus.

Careers staff attended the Canterbury Employers Chamber of Commerce Business Expo as part of UC's presence there. This proved very worthwhile in terms of raising awareness of services to business offered by Careers Internships & Employment, and for establishing new contacts in the business community.

The Careers Team will host a one-day meeting in June of Career Centre Managers from the other seven New Zealand universities. This will provide an opportunity to share best practice and explore ways in which we can collaborate to further Career Education in the University sector.

### **3.5.2 Disability Resource Service**

As of 30 May the DRS is supporting 395 students, compared to 384 who had registered with the service at the completion of semester one in 2015, an increase of **2.9%**. Our advisors continue to write Learning Support Plans for these students, advocate for them on campus and put any academic supports required in place.

Alternative Format Centre (AFC) Statistics from 1 January to 20 May are as follows:

- Staff supported 29 students in 21 specialist software training sessions for JAWS screen reader, Inspiration (mind mapping tool), Zoom Text screen magnifier and reader, Dragon Naturally Speaking Speech Recognition Read and Write Gold (learning support software designed for students with specific learning difficulties) and other programmes as required.
- Staff completed 163 formatting jobs for registered students. This included reformatting text books and lecture material as required. Additionally, note taking from echo lecture recordings have been undertaken in this period to support 49 registered students across 27 courses to assist students with their learning.

We are preparing to assist the examinations department by reformatting about 50 exams for the upcoming examination period.

### 3.5.3 Pacific Development

The month of May saw the return of our Jandals 2- Guess Who Quiz Night held in the Undercroft common area. Activities included the jaw-busting Weetbix challenge, the competitive Pong Battle and intellectually stimulating quiz questions. This was well attended by over 100 students and designed to reinforce a sense of belonging for these students.

This month saw the PDT team support the 21 Pacific Day Challenge – an initiative of the UC Centre for Entrepreneurship and the UC College of Business and Law. The PDT team was instrumental in encouraging Pasifika student participation, sourcing of cultural mentors and contribution to the preliminary judging. The winning team was named on 30 May and will be heading to Niue to implement their business plans that will assist the Niuean community to conserve, protect and sustainably manage its food supply with a view to becoming self-sufficient.

### 3.5.4 Student Transitions and Engagement Team

A highlight of the month was the first Co-Curricular Record (CCR) Expo held in Undercroft101 on 16 May, showcasing 22 approved activities. Representatives from each activity were available to engage with students and staff. The day resulted in an additional 106 registrations to the CCR initiative. As of 26 May there are 506 students signed up to the CCR, and 288 activity involvements. There are now 26 approved activities, with 20 more in various stages of development.

### 3.5.5 UC RecCentre

Current membership is 7,500 (6,300 student members, 700 staff members, and 500 ‘others’ such as community, alumni, affiliate and non-UC students). The period 1 May to 30 May has seen 30,181 turnstile entries, slightly ahead of the same time last year.

#### Upcoming Events:

- Mega class on Thursday 9 June showcasing an exciting new fitness programme: [Animal Flow](#).
- Glow Zumba on Friday 15 July: dark room, UV lights, UV paint and multiple instructors to bring the Zumba party alive!
- Winter Spin Series: four endure length spin classes in July, covering the 21 stages of the Tour de France.

### 3.5.6 UC Sport

We attended the High Performance Sport NZ Prime Minister’s Scholarships awards for South Island athletes on 23 May and were able to acknowledge the UC student-athletes who received these awards: Angela Petty, Brad Mathas, Hannah Gumbley, Caitlin Dowden, Thomas Mackintosh and Anna Watson-Taylor.

UC Sport in collaboration with Communications and Engagement and the Crusaders continue to deliver in-school visits.

Basketball, football and ultimate sport leagues have started with full complements of teams. The UC Badminton team travelled to Auckland on 21 May to take part in the New Zealand university competition.

#### **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 about to begin using SharePoint 2013 in collaboration with the Registrar's Office. This will involve changing our everyday work processes and an in-depth process of evaluation and assessment of k:drive material. This process should allow us to rethink how we do much of our mahi, will provide enhanced opportunities for collaboration as well as creating efficiencies. This process will begin mid-June 2016.

The Office of AVC Māori and its staff are collaborating with Learning Resources to enhance the campus cultural narratives through visits to Canterbury marae and workshops. This supports the Campus Master Plan as well as Te Rautaki Whakawhanake Kaupapa Māori – UC's Strategy for Māori Development. Alex Hanlon recently provided an overview of the Campus Master Plan to Office of AVC Māori, followed by a discussion with a focus on landscape architecture and design in particular.

Ripeka Tamanui-Hurunui was the successful candidate for the position of Kaiārahi Māori, Service Units and is now working with Learning Resources, Human Resources and other service units.

Darryn Russell presented on the BICC framework document to the Student Services and Communications Managers at their recent planning day. Staff were engaged and Darryn's presentation was well received. Darryn also presented on the BICC framework to Learning Resources managers with his presentation prompting a number of thoughtful questions.

##### **4.2 Māori Development Team**

The Māori Development Team received a commendation from the Teachers' Council on the quality of their support to students. This is an affirmation of the research and evidence based professional focus of the team. Student engagement continues to grow, with unique engagement numbers for semester one 2016 at an increased number over 2015.

##### **4.3 Māori Research**

Office of AVC Māori is supporting Research and Innovation with Māori research processes in the interim following the departure of Tracy Rohan. This has involved working on the National Science Challenge. Additionally, consideration is being given to developing a workshop to inform researchers in general on prioritising Māori research needs. Initially, such a workshop would focus on local needs so that researchers can develop their understanding of how local Māori can be involved in the process of research and help in identifying the development of technologies which will meet their needs and are being developed by researchers. Ideally local rūnanga will be involved in the workshop with researchers and will carry out collaborative mahi to formulate improved research strategies in order to further assist vision mātauranga. A desired outcome is proactive, collaborative, early input into consultation processes in time for the 2017 funding round, as well as ensuring collaborative partnerships with external stakeholders.

## 4.4 DVC Research

The following data relates to contracts executed to date by Research and Innovation for the National Science Challenges (NSC) and the Centres of Research Excellence (CoREs).

\$25.6m contracts for CoREs.

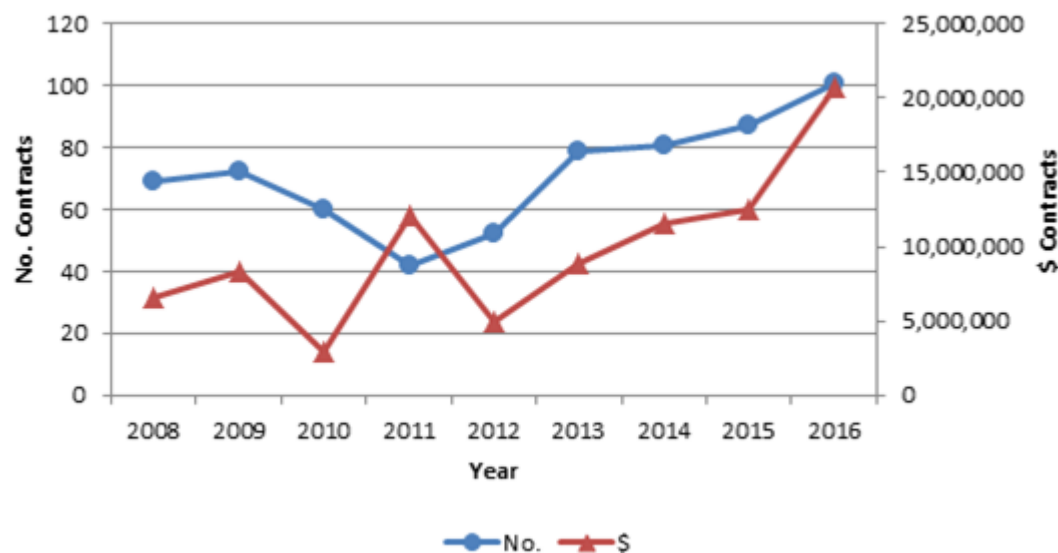
- \$9.3m contracts for NSC.
- More funding for both NSC and CoREs is anticipated.
- Some of this funding will go out from UC as sub-contracts. We will provide an evaluation of “stickiness” in due course.
- The graphical representation illustrates the impact of the NSC and CORE funding compared with previous years.

### Summary of CoRE and NSC Contracts Executed

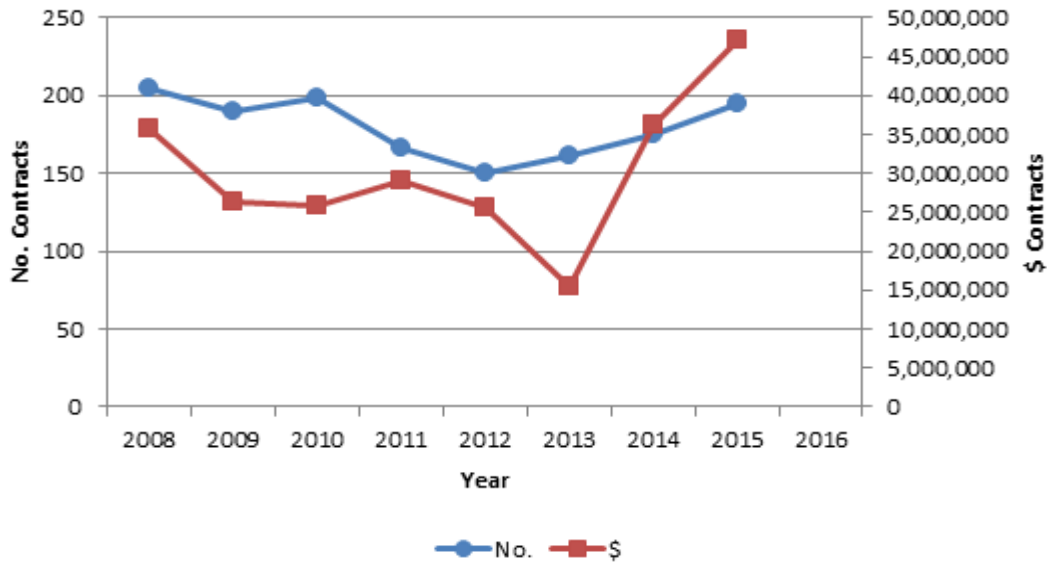
<b>CoRE</b>	<b>21</b>	<b>25,646,445</b>
Bio-Protection	1	15,000
Brain	6	556,127
Dodd-Walls	4	361,943
MacDiarmid	2	1,797,825
Maurice Wilkins	2	785,740
MedTech	2	633,679
QuakeCoRE	1	20,815,039
Te Pūnaha Matatini	3	681,092
<b>NSC</b>	<b>24</b>	<b>9,299,546</b>
A Better Start	4	96,500
Ageing Well	2	35,005
Biological Heritage	5	781,751
Building Better Homes, Towns and Cities	2	10,000
Deep South	4	896,762
Resilience to Nature’s Challenges	2	4,111,200
SfTI	5	3,368,328
<b>Total</b>	<b>45</b>	<b>34,945,991</b>

**CoRE and NSC Contracts Pending: 4, \$3,249,926**

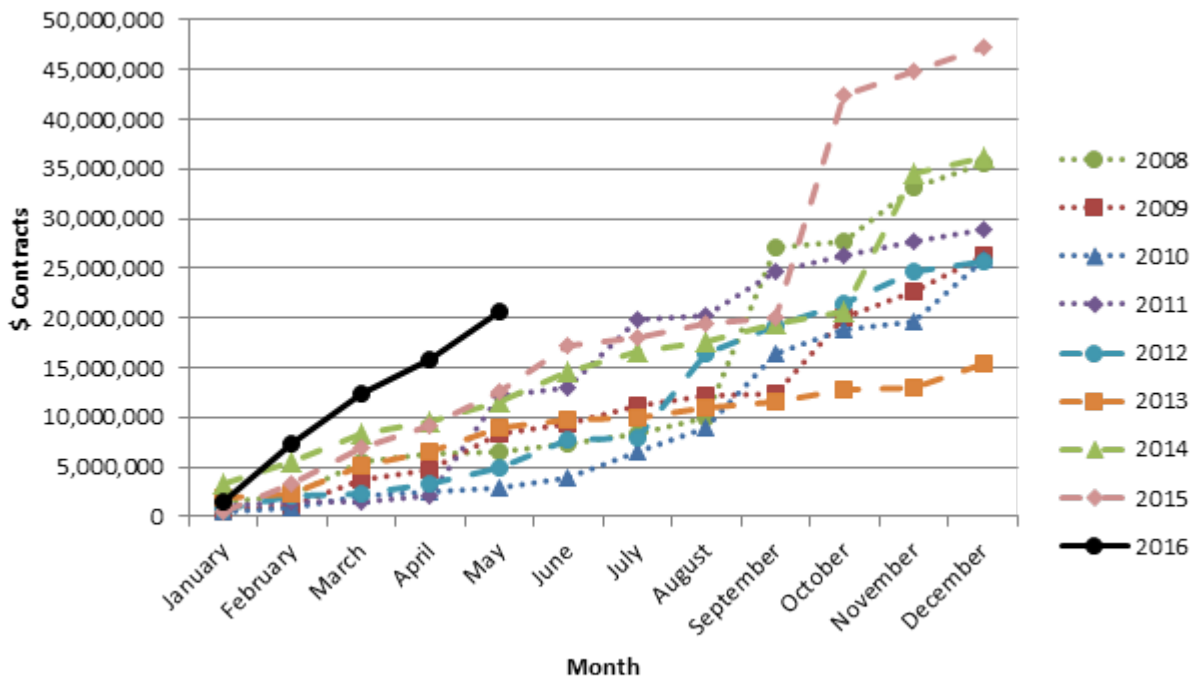
### Contracts - Number and Value YTD (as at 24 May)



**Contracts - Number and Value (as at 31 December)**



**Value of Contracts Executed (2008-2016), as at 24 May**





## 4.5 DVC Academic

### 4.5.1 Update on the College Faculty Merger

The Working Party intends to meet on Friday 10 June. The purpose of this meeting is to begin to design an implementation plan by identifying all of the issues that need to be addressed to give effect to the Council decision to unite Faculties and Colleges. We are targeting an effective implementation date of 1 Oct 2016.

### 4.5.2 Role of Academic Board Review

The Working Party to review the role of Academic Board plans to meet on 10 June with an intention to report back to FPRC before year end. The review will provide advice on the terms of reference, composition and subcommittee structure of AB.

I am delighted to announce the names of the recipients of the 2016 UC Teaching Awards:

- Philippa Gourdie, Mathematics and Statistics
- Ben Kennedy, Geological Sciences
- Susanna Wilson, Teacher Education
- Sarah Wright, Management, Marketing and Entrepreneurship

For the first time this year, we can also celebrate a team's success with a Teaching Innovation award:

- Erik Brogt (Academic Services), Tara Ross (Journalism), Thomas Wilson (Geological Sciences)

Teaching Week has been opportunity to hear about new teaching tools, successful ideas and the latest in technological teaching resources. Sessions included engaging with large classes, universal design for inclusion and belonging, culturally responsive pedagogy and a focus on blended learning. I would also like to thank Ako Aotearoa for holding their regional symposium as part of the UC Teaching week.

I would like to note that the Education Counsellor at the Chinese Consular Office, Charlie Yucai, has finished his posting in New Zealand and is returning to his university post at the Chinese University of Petroleum. Charlie has been in post for five years and has helped UC in a myriad of ways. The new Education Counsellor arrives in late June.

## 5. CONNECT

### Communications

A wide range of communications initiatives have been progressed in the last month:

**Intercom:** Average opening rate for May: 42.25%. This is 20% 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 53.03% for May. This is 30% more than the international benchmark for the Education and Tertiary sector.

**Twitter:** [@UCNZ](#) continues to rank as the top Twitter account for engagement out of all New Zealand universities.

**Photographic Services:** Chronicle photos, Teaching Awards brochure, coverage of Events – Engineering and Science Careers Fair and CCR event, 150 students photographed for the Scholarships posters.

**Research Report:** Distribution under way

**Chronicle 1, 2016:** Printing under way

**Communications planning and implementation:** Skype Business, UC Travel Week, Samoan Language Week, UC In Touch newsletter printed, Go Canterbury profiles, Open Day, Update Day.

## **Project Communications**

A new Capital Projects web site is currently being populated with content. This site features recent projects as well as current projects and allows for inclusion of space management information and the Campus Master Plan with associated documents. Training is being provided to Learning Resources staff to maintain this section.

A large campus transformation display is in planning for C-Block Lecture Theatres during Open Day 2016 in July, and materials have been collated for the programme booklet for the Careers Advisors Update Day in June.

A campus fly-through video project has been scoped in collaboration with Learning Resources and Geography with filming to begin Spring 2016.

Project Communications attended a consultant's workshop around the campus-wide signage and way-finding project and is organising a student focus group.

Mid-year updates to the campus directory and on-line maps are complete.

A factsheet about the new NEB building was printed and published on the UC website. UCE and EDP versions have also been produced and are awaiting approval. Artwork for the new NEB hoarding skin has been completed but is on hold while the College revises content.

Information about the new UCSA building has been posted on the UC website. A webcam has also been set up (on a one hour time delay) accessible via the website. Artwork for the UCSA hoarding skin has been completed but placed on hold while the design of the building is confirmed. Project Communications is assisting the UCSA with obtaining quotes for their hoarding graphics.

The Arts Centre Communications Manager was on updated UC key messages for this project. The out-of-date UC banner displayed at the Arts Centre will be taken down and a replacement produced.

Articles about the UCSA and NEB buildings were produced for Chronicle magazine.

Work is well under way on Think first winter campaign. A designer is working on an animated video and merchandise is being ordered. Work is also under way on a cycle safety campaign, which will include messaging around wearing a helmet when cycling on campus.

## **5.1 External Relations**

### **5.1.1 Media**

May media coverage of UC-related topics was overwhelmingly positive. More than 20 news stories were covered in media releases or pitched directly, and more than 46 media queries responded to. There was no negative media coverage.

There was plenty of international attention for UC research, most prominently Christoph Bartneck and the UC research on increasing violence in LEGO toys, as a direct result of direct media pitch and stories going viral. Internationally, this included more than 197 mentions in 40 countries.

Other UC experts appeared in the media included Brendon Bradley on Alpine Fault ahead of his UC Connect public lecture, and freshly minted Canterbury Distinguished Professor Roy Kerr was presented with the Crafoord Prize in Stockholm by the King of Sweden.

UC academics were quoted widely with Sociology professors Greg Newbold and Jarrod Gilbert again prominent, alongside a range of others from every College such as Sally Gaw on microplastics, College of Education, Health and Human Development PVC Gail Gillon on New Zealand education and literacy, and genetics professor Jack Heinemann on the proposed genetically modified organism law review.

An analysis of New Zealand broadcast, internet and print coverage in May found 435 items. This coverage reached a cumulative audience of 8,822,864 people and had an advertising space rate of \$1,896,056.

## **5.2 Stakeholder Relations**

May UC Connect public lectures included Chief ANZ economist Cam Bagrie, and both UC earthquake engineer Brendon Bradley and visiting NASA Mars scientist Dr Jen Blank sold out their talks. The next UC Connect lecture will be Prof Angus McIntosh on fixing Canterbury's problem waterways.

The next UC Community Meeting is scheduled for 13 June.

Alumni and UC Foundation (formerly Development)

### **UC Foundation**

Philanthropic Income:

May:	May YTD:
\$962,076	\$2,687,881

Distributions:

May:	May YTD:
\$300,605	\$938,528

The team provided support for mentors and donor stewardship for the 21 Day Challenge final at the end of May.

The Annual Appeal has generated 206 new donors to date. Outbound calling to lapsed donors has reactivated two out of three people called. We expect additional gifts to come in over coming weeks with an email to those without a postal address and postal appeals going to UK and US alumni in early June. Further information is available at: [www.canterbury.ac.nz/alumni/appeal](http://www.canterbury.ac.nz/alumni/appeal).

While the public launch of the UCSA Campaign to raise \$5m is in August, alumni and friends who attended events in the US and UK in May were given a taste of the campaign and invited to make leadership gifts.

Craig and Kirsten Nevill-Manning hosted a dinner in their home. Ongoing cultivation with guests will continue – there is genuine interest in the campaign.

### **5.2.1 Stewardship**

- The Speaker of the House of Representatives, Rt Hon David Carter is hosting the UC Alumni and UCF Donor thank you event in Parliament (Wellington) on 16 June. To date we have 76 acceptances. Prof Julia Rucklidge is the guest speaker.
- Invitations are about to go out for the first donor thank you event in Christchurch – 28 June. Musicians from the Christchurch School of Music will play background music on the night. Prof Julia Rucklidge is the guest speaker.
- Other Donor Thank You events are planned: Christchurch (Corporates) – 26 July and Auckland (Alumni & Donors) – 23 August.
- One of our scholarship donors is establishing a second scholarship – value \$10K per annum (so from this donor they will be sponsoring two scholarships for those people with vision impairment at \$10K per scholarship per annum.
- The Lyttelton Port Company is very happy with how its scholarship was managed this year.
- Planning is well under way for the Malaysia/Singapore visit including donor thank you lunches.
- Significant progress has been made towards finalising the Malaysian Alumni scholarships, allowing them to once again be advertised.
- New Zealand Business and Parliament Trust (a Political Science scholarship) and the Northington Partners scholarship (Finance) have been finalised after a very long period of little progress.
- We are continuing to get thank you letters from scholarships recipients and sending them out to donors.

### **5.2.2 Alumni**

We provided support for recent UK and US events. About 250 people attended the various events in New York, London, Oxford and Cambridge.

The next Alumni e-news is being sent in mid-June. There is an obvious increase in interest in the alumni database and use of data.

The team moved from Alice Candy house to Okeover in May, and took on a new department name – Alumni & UC Foundation.

## **6. ENABLERS**

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

### **6.1 Staff Matters**

A review of the Holidays Act was undertaken. Three minor updates were required. The three affected staff have been advised.

Space allocation policy – at its May meeting the University Council received advice offered by AB in respect of space allocation. It appreciated the advice, which was considered to be well informed, and referred it to Management for consideration. Between August and October 2016 our Learning Resources department plan to run a number of activities to consider and recommend changes to the current space allocation policy.

### **6.2 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.

### 6.3 ICT Graduate School

A verbal update will be provided to Council.

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

May 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	134,965	131,793	3,172	323,214	331,329	8,115
Total Operating Expenditure	128,149	140,040	11,891	336,871	336,355	516
<b>Net Surplus/(Deficit)</b>	<b>6,816</b>	<b>(8,247)</b>	<b>15,063</b>	<b>(13,657)</b>	<b>(5,026)</b>	<b>8,631</b>
Net Surplus/(Deficit) as a % of Total Operating Income	5.1%	(6.3%)		(4.2%)	(1.5%)	
<b>Capital Expenditure</b>	<b>64,985</b>	<b>122,194</b>	<b>57,209</b>	<b>274,635</b>	<b>208,875</b>	<b>65,760</b>
<b>Cash/ Short Term Investments/ Short Term Government Stock</b>	<b>291,330</b>	<b>116,382</b>	<b>174,948</b>	<b>42,081</b>	<b>238,850</b>	<b>196,769</b>
<b>Working Capital</b>	<b>207,409</b>	<b>80,557</b>	<b>126,852</b>	<b>8,296</b>	<b>210,065</b>	<b>201,769</b>

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

We had been budgeting for an operating **deficit** as at the end of May 2016 of \$8.247 million, but have returned an operating **surplus** of \$6.815 million. The difference is thought to be mostly due to budget phasing, with the expectation that actual results will begin to match budget as the year progresses. Further analysis is being performed.

Capital expenditure is currently \$57.209 million below budget. \$56.321 million of the expenditure incurred to date is UC Futures related (CETF, RSIC, and NEB) against a year to date budget of \$95.223 million. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by \$18.307 million.

### 7.1 Cash Flow

The May 2016 cash position of \$291.330 million is higher than budget by \$174.948 million due largely to higher than expected balances at 31 December 2015 and failure to meet budgeted capital expenditure expectations. We are holding adequate short term cash reserves to meet expected capital costs for the CETF and RSIC projects, with significant deposits maturing in August 2016 that 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 May 2016, it is too early to identify whether the University is tracking to meet its targets. The University's achievement for 2015 was within the ranges set.

## **7.2 Working Capital**

Working capital<sup>1</sup> of \$207.409 million at 31 May 2016 is \$126.852 million more than budget, mostly due to the additional cash balances as a result of the lower capital expenditure (see above).

## **7.3 Arts Centre.**

UC Council approval for an additional \$1m of funding will be sought.

## **7.4 Craigieburn**

The University's Trust Funds have received a substantial payment representing rental arrears and a contribution to legal costs in respect of the outcome of the arbitration on the rental for the University's high country property, Craigieburn. Leaseholders who were seeking a review of the High Court decision affecting their leases have withdrawn their action and agreed to proceed to arbitration under the terms of their leases.

# **8. COLLEGE SUMMARIES**

## **8.1 College of Arts (Te Rāngai Toi Tangata)**

No update received.

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

Colleagues in the School of Business and Economics are working with the School's EQUIS accreditation advisor, Professor Robina Xavier (Queensland University of Technology) to prepare its application for EFMD-EQUIS accreditation. In this context, two important developments are underway: Firstly, the School has embarked on a review of its vision and mission; secondly, nearly four years after the official establishment of the UC School of Business and Economics (in October 2012), a new Head of School role (currently under recruitment) has been established to provide stronger leadership for the School going forward.

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

The 2016 UC 21 Day Student Pacific Challenge, co-hosted by UC Centre for Entrepreneurship and School of Business and Economics, culminated with the judging of the three semi-finalists and awards ceremony on 30 May. Five teams, each comprising five students from diverse disciplines and supported by cultural and business mentors had just three weeks and \$10,000 to prepare a business proposal to assist the Niuean community to conserve, protect and sustainably manage its food supply with a view to becoming self-sufficient. Congratulations go to members of the winning *EduKai* team: Kent Stewart (Bio-Engineering PhD student), Charlotte Mee (3<sup>rd</sup> year BCom, Marketing & Finance student), Helena Power (MCom Marketing student), Sima Bagheri (1<sup>st</sup> Pro year Chemical Engineering) and Charles Tevi (3<sup>rd</sup> year BSc Geology student).

The Edukai Initiative is a three-pronged approach to improving the general health of the community with a cookbook (featuring traditional recipes), a Taumafa Kitchen (both for the home and the village) and involving a Taumafa Development Committee (composed of local organic farmers, Mataginifale Women's Group of Avatele and other experts). The team will travel to Niue with Associate Professor Sussie Morrish (MME Dept) in June to implement this project. Sincere thanks to all UC students and colleagues, business and cultural mentors, and members of the Pacific and Niue communities, who came together to make the challenge happen. Thanks also to sponsors Pacific Island Trade and Invest and Air New Zealand.

Congratulations also to Dr Sarah Wright (Department Management, Marketing & Entrepreneurship) on being awarded a 2016 UC Teaching Award.

### **8.3 College of Engineering (Te Rāngai Pūkaha)**

Our current very large Intermediate Year inevitably means more first professional year students next year. We are currently working on staffing requirements for 2017 because the department of Civil and Natural Resources Engineering will move to double streaming to accommodate a predicted much bigger first professional year next year. This will require more resources as there will be double the number of lab sessions and several lectures/courses will be delivered twice.

On the upside, we believe this will provide a much enhanced learning experience for the CNRE students, because from next year they will sit in class of about 120 students as opposed to more than 200. A business case for increased FTE to support the high number of extra EFTS has been prepared for the VC, in order to maintain a high quality engineering degree. Other departments are also expecting considerable growth in 2017, predominantly Mechanical Engineering, for which resource requirements will be tested shortly. The College has commissioned ResearchFirst to look at the attractiveness of the brand new BProdDes concept, and will receive their report mid-June. In the meantime we are moving ahead with consultation and the CUAP proposal to ensure that the degree, if it does go ahead, can commence in 2018. The degree would be a three year degree, with three very distinct majors, and is designed to attract students who are mathematically unable to undertake a rigorous and technical full four year engineering honours programme, but still wish to work in a highly technical area. It would not need to be accredited by IPENZ.

Finally, we are very close indeed to fully re-occupying the first of the new Engineering wings, ECE and CAPE. Staff now have access to start preparing the building for a full teaching and research programme by the end of the year.

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 buildings are finally returned to us.

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

During Samoan language week, our College Kaiarahi- Pasifika, Tufulasi Taleni, led an excellent professional development workshop for our staff as a foundation for our teaching that supports the National Pasifika Education and Health Plans. The workshop began with a “Taste of Pasifika culture” with an Ava Ceremony. We greatly appreciated the support of our local Pasifika community and Pasifika leaders in this event which was very well attended by our College academic and professional staff.

We welcome to our College Dr Thomas Harding who has accepted the role of Senior Lecturer in Nursing, within our School of Health Sciences. Our Masters of Health Sciences nursing entry pathway in collaboration with CPIT (who lead the clinical components of the qualification) is developing well and we now have 39 students enrolled in this pathway. We are the only Tertiary provider to offer a Masters level entry pathway into Nursing.

We are very proud of Sue Wilson (School of Teacher Education) who won a UC Teaching Award and congratulate all the UC Teaching Award recipients for 2016. It was inspiring to listen to the award winner’s acceptance speeches in relation to their teaching philosophies and their ideas for promoting teaching excellence at UC.

#### **8.5 College of Science (Te Rāngai Pūtaiao)**

No update received.

### **9. CONCLUSION**

Recently I was asked by a journalist for Management Magazine to identify the key risks that I believe keeps a CEO awake at night. In no particular order I identified the key issues as:

- Managing risk and uncertainty
- Management of financial, human and technical resources
- Changes in the regulatory environment
- Competition in the contestability for products and services
- Cyber security
- Health and safety in the workplace

Without elaborating on these six themes they all appear highly relevant given the circumstances this University finds itself in. Some of these matters are under our influence or control while others represent threats and opportunities which we need to be prepared to respond to. I remain confident that UC is well placed to meet these challenges in the coming years. We have made significant progress this year on a number of fronts including student recruitment and retention, design and launch of programmes of study, articulation and deployment of the graduate profile, progression of major buildings and infrastructure and enhancing our health and safety monitoring and reporting. Work is currently underway to identify threats posed in respect of cyber security. The overall judgement to pace our recovery as fast as we can without taking reckless risks appears to have been appropriate. Teaching week was a further opportunity to remind ourselves that constructing affective learning environments for our students and research active staff remains the core business of the university. I congratulate all those who were acknowledged by receiving teaching awards and take this opportunity to thank all our staff for their efforts during the first Semester.



## **9.1 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 southeast 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 has advised further delays in completion of CAPE, 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 stage two fitout business case for NEB including a fixed-price tender from Hawkins, a revised programme, a draft set of NZS3910 contract conditions is being prepared for consideration at the June PCG meeting, together with preparation of an Independent Quality Assurance report in parallel with the Business Case for Council.

### **Campus Construction Safety Group**

UC continues to liaise with the Christchurch City Council on other campus zones in the development of TMP's such as the 'wellness precinct' in anticipation of a considerable number of truck visits removing debris from the UCSA project site. For UCSA this also includes accommodating safe pedestrian movement past this site and across the adjacent stream in both the short and medium term.

The contractor Round Table meeting in May had as a main focus a collective review of key sections of "The Principal's guide to contracting to meet the Health and Safety in Employment Act 1992" (until it is revised). This is the current guide for Health and Safety in the workplace, underpinning the requirements of the recently released H&S legislation. The UC led review was intended to ensure all contractors remained cognisant of their independent responsibilities in meeting those requirements and in the context of ongoing UC site audits. All contractors agreed that future UC site audit reports will be tabled and discussed at future meetings to enhance contractor insight and understandings.

### **Projects in planning stage this month:**

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

The team continues preparation for an industry briefing to inform the market of timings for new projects.

## **Current Building Status**

### **Key Progress this month:**

#### **Major work**

##### **Regional Science and Innovation Centre (RSIC)**

The main structural steelwork for both buildings is 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 southeast corner has been completed with no further issues, a revised installation programme is under review by the project team along with mitigation measures to ensure finishing trades can start on time in early July.

Considerable activity continues with the installation of mechanical and electrical services to all occupied levels of both the west and east wings of the building. Internal walls and partitions are progressing on the west wing. Rescheduling of activities has ensured the programme is maintained with no reported change to the completion date of 10 April 2017.

Developed design for stage two von Haast replacement was completed in early May and the updated cost plan is now within the overall budget with minor value management items being taken to achieve budget compliance. A series of users/occupier workshops are planned for June where final confirmation of layouts and adjacencies will be concluded. The June PCG will consider the final options paper for the von Haast redevelopment for recommendation to UC Council.

##### **Canterbury Engineering the Future (CETF)**

The main challenges for the project team at present continue to be the delivery of tranche one buildings (CAPE, Core, and ECE) and gaining alignment with Hawkins over a number of contract administration issues, of which agreement of scope change is the most significant.

The Christchurch City Council has now completed the inspections of ECE required to issue a Certificate of Public Use (CPU) and the final piece of documentation needed to support the CPU has been received. It is expected the CPU will be issued shortly. Practical completion of the building continues to be 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 has recently signalled that CAPE delivery is under stress, forecasting a further potential delay. Hawkins has been asked to review their programme and confirm the anticipated handover date. A workshop was held with the CAPE department in respect of the reoccupation programme.

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

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 liquidation of the Hawkins demolition sub-contractor. Hawkins has appointed a new demolition sub-contractor and is making good progress to this package of works. The latest asbestos surveys indicate that the full extent of asbestos is now known and it is hoped 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.

## **Electrical Link**

The EQR and betterment phase of this project has attained Code Compliance Certification and has been handed back to the University. Full scale reoccupation of the building will not occur until the recladding is complete.

This is nearing the completion of developed design. RLB reports 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 is under final review and will be submitted to the June PCG. The business case includes a fixed price tender from Hawkins, a revised programme and a draft set of NZS3910 contract conditions agreed with the parties and the UC legal adviser. Deloitte is preparing an Independent Quality Assurance report in parallel with the business case. There is now a high level of cost certainty with over 80% of the costs now fixed. A large part of the remaining cost is either UC supplied items or mechanical services – refer note below.

The interim results from the stage two fit-out tender indicate the original estimated project budget presented in 2015 is likely to be exceeded by about \$10m. This figure includes \$4.4m of contingencies and a mechanical services tender result exceeding pretender estimates by 50%. This specific work package has been retendered to the market in anticipation there will be cost savings.

Instruction of the fit-out works to Hawkins is subject to satisfactory review of the stage two business case by FPRC and a Council approval of the proposed new budget and contract on 25 June 2016.

The revised programme has target occupancy date of 30 October at the earliest. Discussions are now under way with the College to determine the impact of these dates on the teaching programme and academic workload.

On site, Hawkins continues with site preparation works by removing the required areas of the basement topping slab to enable forming and construction of the mega columns. On upper levels, the hollow core topping slabs are being broken out around larger cracking to enable new reinforcement to be installed. Work has commenced on the internal façade to the north elevation of the north wing. RHS secondary steel for hollow core slabs is being installed. Structural steel frames are now being delivered on site and erected in position.

The Design Team is working with the College, Maori and Pasifika groups to finalise the cultural influences on the building fit-out (these have no material impact on the product choices included in the tender documents).

## **Other Buildings/ Projects**

### **UCSA**

Preparation for the relocation of the Ilam Early Learning Centre to Dovedale continues. 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 weekend. This relocation occurs prior to demolition of the existing UCSA building. The demolition and asbestos removal tender has been issued to a selected short list of contractors with demolition planned to take place after exams, with an anticipated start on site of 1 August.

The team is currently finalising the early works package to the existing infrastructure to ensure services to the rest of the precinct remain operational during demolition and to minimise disruptions. These minor early works are planned to start early June 2016 and are to be all completed before the site is handed over to the demolition contractor.

Following the completion of the Preliminary Design for the new building, key users/stakeholders and the project team is undertaking value management processes to bring the project back in line with the budget. Once completed, the remaining design stages will be undertaken, and a programme established for presentation of a business case to the UC Council.

## **Arts Centre**

All queries on the Resource and Building Consent applications have been responded to, and both consents are expected to be issued by the end of May. Revised pricing from the contractor has come back significantly higher than the November price – the team has undertaken a thorough value management exercise to establish what savings can be made on the project without causing further delays, or reducing the appropriate functionality of the building spaces. Approval to instruct limited first fix works packages was gained in early May, so that the recently conducted ‘Health Check’ project review and subsequent project and budget considerations by the UC Council would not impact progress on site.

## **Residential (Student) Accommodation**

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

- Demand and supply of beds
- Postgraduate apartments
- Undergraduate halls of residence
- St Nicholas Hall and flats
- 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 (Sonoda extension)**

As the negotiations with Campus Living Villages (CLV) are continuing, and they could not confirm the ability to surrender the section of the site currently within the existing lease line, UC has taken the decision to move one of the proposed buildings across to the Education gymnasium site and is progressing the design independent of CLV control.

### **3. Undergraduate Hall of Residence**

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

#### **4. St Nicholas Hall (Kirkwood Avenue Halls)**

The May PCG reviewed the required scope of works to enable the facility to be used as self-catering undergraduate accommodation in line with the brief from the UC Accommodation Office. This has confirmed that the likely investment in the facility is higher than the earlier estimate, and papers for approval of funding and procurement by UC Council are being prepared.

#### **5. Head leases and standalone houses**

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

#### **6. Existing UC Temporary Sites**

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

## 9.2 Appendix 2 –Events

Event	Engineering & Science Careers Fair	Christchurch Careers Expo	Hosting at Crusaders home games during May	Hosting at Tactix home games during May	In-schools activations with the Tactix during May	In-schools activations with the Crusaders during May	UC Connect: Cameron Bagrie, ANZ Chief Economist	UC Connect: Dr Jen Blank, NASA Mars scientist	UC Connect: Prof Brendon Bradley		
<b>Description</b>	Annual event hosted for Engineering and Science students and employers to connect and market themselves to each other.	This expo targets school leavers with the aim to link them to industry and further study options.	Corporate: <ul style="list-style-type: none"> <li>R&amp;I hosted Entre Advisory Committee members</li> <li>Simon Kingham hosted external GRI stakeholders</li> </ul> Schools hosted: <ul style="list-style-type: none"> <li>Burnside High</li> <li>Hornby High</li> </ul>	<ul style="list-style-type: none"> <li>Liaison hosted Year 13 Pacifica/Maori students, Year 10s, Year 9s and the 'A' netball team from Avonside Girls'</li> <li>Deans/Careers Advisors, and students from Villa Maria</li> </ul>	<ul style="list-style-type: none"> <li>Aranui High</li> <li>Avonside Girls</li> <li>Cashmere High</li> <li>Linwood College</li> </ul>	<ul style="list-style-type: none"> <li>Training session at Rugby Park with nine UC Cup teams</li> <li>Shirley Boys</li> <li>St Thomas'</li> </ul>	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				
<b>Purpose</b>	Retain	Recruit	Engage	Engage/Recruit	Engage/Recruit	Engage/Recruit	Engage				
<b>Audience</b>	Engineering and Science students, employers	Secondary school students and their whānau	UC external stakeholders/business community	Pacifica/Maori students, Y9, Y10, Y13 students, CA's and Deans	School Netball teams & wider student body over lunchtime	School First XV's	Local stakeholders				
<b>RSVP / registration # / total attended</b>	60 external organisations , approx. 610 students	4,200 tote bags distributed 4,330 UG prospectus distributed	14 corporate VIP'S & 46 secondary school students	50 People (6 Careers Advisors/Deans & 44 students)	30 secondary school students	UC Cup training - 100 players. St Thomas' - 21 players. Shirley Boys - 51.	Registered: 161 Attendance: 143	Registered: 308 Attendance: 265	Registered: 400 Attendance: 301		
<b>FB likes</b>	16	18	16	5	8	24	28	31	3	1	15
<b>FB comments</b>	1	0	0	0	0	0	1	3	0	0	0
<b>FB shares</b>	1	1	1	0	0	0	1	0	0	0	0
<b>FB total</b>	18	19	17	5	8	24	29	34	3	1	15
<b>FB reach</b>	2,719	1,117	1,046	658	1,016	6,790	8,494	14,512	674	1,003	5,412

### Upcoming Events calendar – June, July

<b>Date</b>	<b>Time</b>	<b>Venue</b>	<b>Event name</b>	<b>Primary purpose</b>
Sunday 26 June	Sun 11.30am	Adelaide	Adelaide Thunderbirds v Tactix	Engage
Tuesday 28 June	5.30pm - 7pm	John Britten Building	Donor Thank You	Engage
Wednesday 29 June	7pm - 8pm	C3	UC Connect: Freshwater fix: Can we save Canterbury's problem waterways? Prof Angus McIntosh	Engage
Friday 1 July	TBC	Cashmere High	Nga Manu Korero (regional) Activation	Engage
Friday 1 July	7.35pm	ANZ Stadium, Suva, Fiji	Chiefs v Crusaders	Engage
Saturday 2 July	4pm	Auckland	Northern Mystics v Tactix	Engage
4 - 5 July	-	UC	2016 TELSIG Conference	Conference
Monday 4 July	5.30pm - 6.30pm	Undercroft 101	UC Connect: Early Life and the Roots of Economic Inequality. Presented by Prof Janet Currie. Princeton University	Engage
Wednesday 6 & Thursday 7 July	10am - 3pm	A1 / A2 / Undercroft Common Area	International Welcome	Recruitment & Retention
8 - 10 July	All day	Undercroft / C-Block, Ilam Campus	The Inclusive Education Summit	Conference
Saturday 9 July	Afternoon. Specific time TBC	Undercroft Common Area / C-Block Lawn	Mid-year Orientation	Recruitment & Retention
Saturday 9 July	7.35pm	AMI Stadium, Christchurch	Crusaders v Rebels	Engage
Tuesday 12 July	10am - 1.30pm	Drama Workshop 1, Dovedale campus	Education Careers Fair	Recruitment & Retention
Tue 12 - Thu 14 July	10am - 4pm	Ilam Homestead	XL July	Engage
Wednesday 13 July	7pm - 8pm	A1	UC Connect: Feminism and Rape Awareness in New Zealand. Presented by Prof Greg Newbold	Engage
Thursday 14 July	9am - 5pm	UC Campus	UC Open Day	Recruitment & Retention
Saturday 16 July	5.15pm	AMI Stadium, Christchurch	Crusaders v Hurricanes (Winterlude)	Engage
Friday 22 July	TBC	TBC	Super Rugby Qualifiers	Engage
Saturday 23 July	TBC	TBC	Super Rugby Qualifiers	Engage
Sunday 24 July	All day	Sydenham	SVA In-schools Volunteer	Engage

			programme, Year 10. Day 3 (Connecting the Community)	
Monday 25 July	7pm - 8pm	C1	UC Connect: The State of the Union: The U.S. Presidential Election and New Zealand. Presented by Associate Prof Amy Fletcher	Engage
Tuesday 26 July	5.30pm - 7pm	John Britten Building	Donor Thank You	Engage
Wednesday 27 July	5pm - 8pm	Jack Mann Auditorium	Jandals 3	Recruitment & Retention
Friday 29 July	11.30am - 12.30pm TBC	Undercroft 101	UC Connect: TBA. Presented by Joe Letteri	Engage
Friday 29 July	TBC	TBC	Super Rugby Semi finals	Engage
Saturday 30 July	TBC	TBC	Super Rugby Semi finals	Engage



### 9.3 Appendix 3: UC Community Acknowledgements (January – early June 2016)

- January - The Royal Swedish Academy of Sciences announces decision to award The Crafoord Prize in Astronomy 2016 to Professor Roy Kerr, and Roger Blandford, Stanford University, CA, USA, “for fundamental work concerning rotating black holes and their astrophysical consequences”. Professor Kerr received the award in Sweden in May.
- January - 14 students travelled to Thailand for five week internships – 13 of whom were awarded Prime Minister’s Scholarships for Asia.
- January – Psychology graduate Dr Heather Gordon’s PhD graduate’s study on the treatment of ADHD was published in the international peer-reviewed Journal of Child and Adolescent Psychopharmacology and presented at prestigious international conferences, including the American Psychiatric Association, American Academy of Child and Adolescent Psychiatry and International Society for Nutritional Psychiatry Research.
- February - Master’s graduate Emily Lambie will conduct research for 10 months at California State University – a unique coding scheme examines what people really do in an earthquake.
- February - PhD candidate and Fulbright scholar Alexandra McNeil travelled to University of Wisconsin-Madison where she will be based for the year. She will conduct research alongside world-leading nanotechnology experts.
- February - Nikki Kutyn, who graduated with a Bachelor of Fine Arts from SoFA last year, was one of four international artists chosen for the three-month residency, at a privately owned gallery, Gallerie 102, situated in the centre of West and East Berlin.
- March - A team of four Engineering students - Abel Leenders, Thomas Coughlan, Mo Chalabi, and Josh Heenan - won a national engineering prize, the Ray Meyer Medal for Excellence in Student Design.
- March - The 2016 UC Education Sports Coach of the Year has been awarded to Canterbury Rugby Coach Scott Robertson at the Sport Canterbury Hadlee Sports Awards.
- March - Associate Professor Bronwyn Hayward was one of 50 world experts, business leaders, and community advocates invited to contribute to a new United Nations report, released into how to address some of the most troubling world problems. Her paper was entitled *Changing behaviour to achieve progress*.
- March - The academic paper *Cyclopropenium Cations Break the Rules of Attraction to Form Closely Bound Dimers*, written by Andrew J. Wallace, Chaminda D. Jayasinghe, Matthew I. J. Polson, Owen J. Curnow, and Deborah L. Crittenden of UC’s Department of Chemistry, College of Science, was recently published in the prestigious Journal of the American Chemical Society (JACS). The researchers discovered a very unusual chemical system that breaks the chemical 'rules of attraction', in which two positively charged molecules form a closely bound sandwich complex.
- April – Professor Brendon Bradley was awarded the 2015 Shah Family Prize at the international Earthquake Engineering Research Institute (EERI) Annual Meeting in San Francisco.

- April - Postgraduate student John Morris won the inaugural \$50,000 Canterbury Proof of Concept Grant, with the money set to help the winner commercialise his ground-breaking initiative around electrical filters.
- April - Civil and Natural Resources Engineering Professor Misko Cubrinovski's research paper, 'Assessment of Liquefaction-Induced Land Damage for Residential Christchurch' was named the Earthquake Engineering Research Institute (EERI) Outstanding Paper Award in San Francisco.
- May - Matt Hutchinson and Jeremy Watson won prestigious William Georgetti scholarships to further their postgraduate studies. Matt Hutchinson will study towards his PhD in Ecology and Evolutionary Biology at Princeton University in the United States. Jeremy Watson's scholarship supports his PhD in Engineering at Cambridge.
- May - Founder of global company Sysdoc, University of Canterbury alumna Katherine Corich has been inducted to the Hi-Tech Hall of Fame at the annual Hi-Tech Awards Gala Dinner in Auckland. She was awarded the Tait Communications Flying Kiwi Award.
- May - Meena Amso, a practising pharmacist and self-confessed "public health fanatic" was been awarded the 2016 New Zealand Science Journalism Fellowship. Amso will undertake internships with media outlets during the year and receive mentoring and support from the Science Media Centre staff and advisors. The New Zealand Science Journalism Fellowship is offered by the Science Media Centre with funding from the Association of Scientific and Technical Communicators (NZ) and is aimed at assisting candidates with a science background pursue a career in journalism.
- May - UC academics Dr Daniel Holland and Dr Renwick Dobson are among the 12 innovative researchers and cutting edge research commercialisation projects selected as finalists for the fourth annual KiwiNet Research Commercialisation Awards, designed to celebrate commercialisation success coming from New Zealand's universities and Crown Research Institutes research.
- May – Three of the 12 new interns announced by Christchurch City Holdings are recent or current UC students. They are recent UC MBA graduates Sina Cotter-Tait and Ben Hayward, who also both earned Bachelor of Engineering (Honours) degrees at UC, current UC MBA student Melanie Lynn, and UC Senior Lecturer in Economics Dr Laura Meriluoto of the Economics and Finance department.
- June - The 2016 New Zealand France Friendship Fund Excellence Scholarship has been awarded to Benjamin Wilson. The 21-year-old student has been awarded \$25,000 to complete his PhD in supramolecular chemistry at the University of Bordeaux and the University of Canterbury.
- June – UC Teaching Awards:
  - Philippa Gourdie, Mathematics and Statistics
  - Ben Kennedy, Geological Sciences
  - Susanna Wilson, Teacher Education
  - Sarah Wright, Management, Marketing and Entrepreneurship
  - Teaching Innovation award:
    - Erik Brogt (Academic Services), Tara Ross (Journalism), Thomas Wilson (Geological Sciences)

### 9.3.1 Appendix 4: VC Activities

<b>Past</b>
<ul style="list-style-type: none"> <li>• Met with the Principal of Christ’s College regarding engagement and recruitment</li> <li>• Attended an MFAT Luncheon with international ambassadors</li> <li>• Attended the International Board of Advisors teleconference</li> <li>• Hosted a community dinner alongside John Wood and Darryn Russell</li> </ul>
<ul style="list-style-type: none"> <li>• Spoke at the retirement function for Professor Weaver</li> </ul>
<ul style="list-style-type: none"> <li>• Met with the Principal of Riccarton High School regarding engagement and recruitment</li> <li>• Met with the Principal of St Thomas’s regarding engagement and recruitment</li> <li>• Attended and spoke at the closing of the 21 Day Challenge</li> </ul>
<ul style="list-style-type: none"> <li>• Spoke at the UC Information evening</li> </ul>
<ul style="list-style-type: none"> <li>• Met with the Principal of Christchurch Boy’s High School regarding engagement and recruitment</li> <li>• Met with the Principal of Christchurch Girl’s High School regarding engagement and recruitment</li> <li>• Hosted a dinner for the Assistants in the Halls of Residence</li> </ul>
<ul style="list-style-type: none"> <li>• Met with the Principal of Cashmere High School regarding engagement and recruitment</li> <li>• Met with the Principal of Marian College regarding engagement and recruitment</li> <li>• Spoke at the Hubei exhibition on behalf of the University of Canterbury</li> <li>• Attended the Entre 85k Qualifiers evening</li> </ul>
<ul style="list-style-type: none"> <li>• Attended the UC Teaching Awards Ceremony</li> <li>• Welcomed attendees to the DASSH 2016</li> <li>• Hosted a community dinner alongside John Wood and Alex Hanlon</li> </ul>
<ul style="list-style-type: none"> <li>• Attended the Canterbury Development Corporation Economic Update</li> <li>• Met with the Advisory Board to the Assistant Vice-Chancellor Māori and Ngāi Tahu Research Centre</li> </ul>
<ul style="list-style-type: none"> <li>• Welcomed people to the NCEA Japanese Workshop</li> <li>• Attended the Education Caucus informal working lunch hosted by National MP Paul Foster-Bell in Wellington</li> </ul>
<ul style="list-style-type: none"> <li>• Attended the NZVCC meeting in Wellington</li> </ul>
<ul style="list-style-type: none"> <li>• Attended a Community Meeting</li> </ul>
<ul style="list-style-type: none"> <li>• Attended a Donor thank you event in Wellington</li> </ul>
<ul style="list-style-type: none"> <li>• Attended the Quake CoRE Board Meeting in Auckland</li> </ul>
<ul style="list-style-type: none"> <li>• Hosted SMT for a mid-winter Christmas dinner</li> </ul>
<ul style="list-style-type: none"> <li>• Welcomed students to the UC Update Day</li> <li>• Attended the Youth Voice Canterbury Awards</li> </ul>
<ul style="list-style-type: none"> <li>• Hosted a Community Dinner alongside John Wood and Lynn McClelland</li> <li>• Attended a Dinner hosted by David and Leigh Teece</li> </ul>
<ul style="list-style-type: none"> <li>• Attended the Teece Townsend Telescope Restoration</li> <li>• Attended the UC Foundation Donor Thank you event for Individual Donors</li> </ul>
<b>Upcoming Events</b>
<ul style="list-style-type: none"> <li>• Attending the 59<sup>th</sup> Anniversary of the Logie Collection</li> </ul>
<ul style="list-style-type: none"> <li>• Hosting Peter Gluckman the Prime Minister’s Chief Science Advisor on Campus</li> <li>• Attending the Arts Centre Opening Gala</li> </ul>
<ul style="list-style-type: none"> <li>• Meeting with Tom Hooper from the CDC at their offices alongside Wendy Lawson</li> </ul>
<ul style="list-style-type: none"> <li>• Hosting a Community Dinner alongside John Wood and Sonia Mazey</li> </ul>
<ul style="list-style-type: none"> <li>• Attending the UC Open Day</li> </ul>
<ul style="list-style-type: none"> <li>• Speaking at an induction for new staff</li> </ul>
<ul style="list-style-type: none"> <li>• Attending the UC Foundation Donor thank you event for corporate donors</li> </ul>