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UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

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

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1. INTRODUCTION

We appear to have had a 50% (161 EFTS) increase in new to UC full fee paying International fulltime equivalent students (EFTS) year-on-year. New and returning students – total full fee international students – are up 37% – about 258 more EFTS. This is a better than expected outcome and reflects significant effort by many staff. We need to achieve this increase year-on-year for at least the next three years to meet our obligations under the Government Funding Agreement.

It is also interesting to note that we have a record number of PhD students enrolled – for the first time more than 1,000, and a 17% increase on 2010 – our pre-earthquake level. We have a record proportion of postgraduate students (at 22% of the student body), a record number of students in Engineering Intermediate and in the first professional year of Engineering. As at 17 March, all five Colleges have seen increases in new to UC domestic EFTS ranging from Science +6% to Engineering +17%. Arts at +12% were a little ahead of Education at +11% and behind Business and Law at +12%. An overall increase in new to UC domestic EFTS of 310 EFTS and in total Domestic EFTS of 410 or 4% year on year to 10,550 EFTS. Total enrolments are therefore up 668 EFTS (6%) year on year to 11,506 EFTS.

We are forecasting to be comfortably within the target range (5%) for 2016 domestic (11,797 EFTS) and total (12,782) EFTS as agreed with the Government in our funding agreement. We will need to achieve our mid-year and 2016/17 summer school targets, meaning recruitment and retention efforts remain a priority.

This outcome is a credit to everyone who has worked to position and promote the University to prospective students. We can do better in converting applications to enrolments, and as part of the debrief from first semester 2016 we need to learn lessons and position ourselves to reduce complexity, hand-offs and delays in processing applications. We need an early commitment to the 2017 undergraduate scholarship programme and any new initiatives to support recruitment, especially from the large and growing Auckland market where we achieved a record (200 plus new to UC students) but remain a small proportion of all mobile first year prospective students.

Note the references above refer to week 11 (17 March data) while the table included in the report relates to week 10 (12 March) data.

More than 25 events were held during Orientation Week. The UCSA managed the scale and complexity of these events without major incident.

It is pleasing and significant to note that in the recently released QS rankings by discipline, 19 of 25 (80%) ranked disciplines offered by UC are in the top 200, five in each of Arts and Engineering, four each in Business and Law, Science and Education. Of these 10 disciplines (40%) are ranked in the top 150 (three Arts, three Science, two Engineering, two Business and Law, plus Education). We have increased the number of disciplines ranked in the top 100 from three to five. These are Civil Engineering (49), Accounting and Finance, Education, Geography, and Law (ranked 51 – 100).

2. STRATEGIC MATTERS

2.1 UC Futures

Some projects within the UC Futures Programme are at a critical point. We had a steep increase in applications to enrol from international students in Semester One which looks to be continuing for Semester Two and for 2017. The International Relations Office and the enrolment and admissions teams are to be congratulated on their dealing with recent record numbers of applications to enrol.

The construction of the first two wings of the Engineering project (Electrical and Chemical) is running late, now due at the end of April and early June respectively. The Structural Engineering Lab is on schedule for its planned official opening on 15 April, six weeks later than expected, and the student hub or CORE is now due late October. We are told that the Civil and Mechanical wings are still on track for delivery in time for semester one 2017. The CETF Project Team has expressed appreciation for the forbearance and the hard work of College staff to manage these delays to occupying the new wings. Preparation for two key decision points has begun – the business case for stage two of the RSIC project, a replacement building for the Von Haast building, and the investment gateway to complete the New Education Building fit-out. These two will be reported to the Government. The decision on RSIC stage two will require ministerial approval.

A Council workshop in February focused on the development of the graduate attributes within the Graduate Profile.

2.2 Rutherford Science and Innovation Centre (RSIC)

Site works continued apace throughout February. Structural steelwork erection from level four to six is progressing on the west building and is 60% completed. The flooring system installation to level four of both wings is now completed. Precast concrete sections for the back of house areas have started, with the remaining panels due throughout March. Rescheduling of activities has ensured the programme is maintained with no reported change to the completion date of 10 April 2017.

A significant quantity of glazing panels for the façade is now complete and in offsite storage awaiting delivery and installation. There has been considerable activity on site with the initial installation of mechanical and electrical services to level one and two of the west wing reportedly ahead of programme. The installation of façade brackets is on target for the initial installation of panels late March. Internal walls and partitions are progressing on level one and two of the west wing.

At this time stage one of the project remains on time and within budget.

Depending on RSIC stage two decision making, stage one commissioning, Van Haast decanting and demolition and stage two construction (if approved) there is a risk to the planned commissioning of stage two by February 2019, The recommended procurement approach is one way of mitigating risk to the programme delivery date but exposes UC to some additional cost price risk. This will be a matter for Council determination.

2.3 Canterbury Engineering the Future

The College of Engineering has worked closely with the project team to agree later dates for the completion and occupation of the first tranche of new facilities. This has meant using workshops to reschedule decant activities and the project team would like to acknowledge the commitment and understanding of the College and in particular the technical staff involved. Tranche one includes the Chemical and Process Engineering and the Electrical and Computer Engineering wings.

The revised delivery dates for tranche one have been confirmed and the project team is tracking well against milestone dates.

Within tranche two, the decanting of the Mechanical wing has been completed and the building was handed over early to the contractor. Demolition works to the areas of the Civil and Natural Resource Engineering wing are progressing well and the last part of this wing is scheduled for handover to the contractor shortly to start construction. Tranche two is scheduled for completion in early 2017.

At this time it appears likely that the project will consume all of the programme contingencies and may require further budget approvals to complete.

The Electrical Link building and the Civil/Mech building were remediated as part of the comprehensive largely insurer-funded remediation project. Oversight of the Electrical Link building was passed to the CETF Project Control Group late in 2014. It is now apparent that the cladding of the building is not weathertight and will need significant investment. Technical options have been assessed and a business case will go to Council to seek approval of a sum of up to $5.5m to address the issue.

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

The New Education Building site activity remains low while planning for strengthening and fit-out continues. Fit-out detailed design is 90% complete with documents due for issue in mid-March. Pricing received in response will be used to inform the stage two business case which will go to Council for approval in May. It is now unlikely that the total cost (stage one and two) can be brought back within the initial stage one approved budget ($41m) plus stage two early estimates of likely cost ($28m). Changes in cost and scope are likely to add $5m to the final cost of this project.

Shop drawings for the structural steel are 75% complete with the first site deliveries of steel expected in mid-March. Discussions are in progress with the contractor to limit the hours of noisy works in response to concerns raised by neighbouring UC tenants. In the interim noisy works are on hold between 9am and 5pm.

Relocating the Centre for Entrepreneurship from its temporary home in Forestry and Executive Development Programmes into the building is also now part of this project. These programmes will occupy the top two floors of this newly rebuilt building.

The developed design for this building has been completed and includes a range of centrally-booked modern learning environments, designed to support new ways of teaching and learning. These will be a strong asset for the academic development and life of the University.

Council has sought advice from the Academic Board on the academic implications (if any) of the current space allocation policy. While that policy has been used to inform the configuration of space within NEB, the proposed fit-out of NEB has been locked in. Should alternative configurations of space be required, alternative locations rather than an alternative fit-out will be used to accommodate those needs.

2.5 UCSA BUILDING

In April, Council will consider a business case to swap the UCSA Early Learning Centre building for the former ELC on the Dovedale campus. That centre will be slightly expanded as a permanent replacement for the former UCSA centre. It is expected work will start during the mid-term break. The former UCSA centre will be demolished as part of the redevelopment of the site for the replacement UCSA building. Demolition is now expected to begin in May.

Site surveying caused some neighbours to the Dovedale campus to become concerned that trees were about to be removed. Some pruning and thinning will be appropriate but no decisions have been made. None of the trees near the ELC are listed or heritage trees, though the University remains committed to protecting and enhancing its estate to promote a safe and inspiring learning environment.

The business case for the development of the replacement UCSA building is progressing more slowly than expected at the UCSA's request, as it takes time to confirm its requirements. Meanwhile, the fund raising campaign (target $5m) led by former UCSA President Hon. David Caygill has commenced.

2.6 Remediation Projects

A programme of works for remediating buildings as part of the ten-year capital plan was identified late last year and will be reviewed, updated and re-confirmed by Council at its June meeting.

2.7 International Growth

By far the largest increase in enrolments evident by the end of February is the increase in new international students enrolling at UC (+ 161 EFTS). Enrolment levels are reported elsewhere in this report. It is notable that 90% of the targeted EFTS for 2016 has been met before the mid-year intake, a popular time for internationals to enrol. The largest group of international students recruited directly by UC are from the United States, with Chinese students the second largest. A large majority of American students are here for a Study Abroad experience. The College of Education, Health and Human Development has welcomed a larger cohort of Canadian students to teacher education, continuing a long history of Canadian teaching graduates. UC is experiencing a steep increase in Indian enrolments from a low base, and these students tend to favour particular business taught Masters programmes. This has stimulated some debate about how to manage an over-endowment of some nationalities in some programmes, which may change the educational experience for both students and teachers. The Senior Management Team International (SMTi) will be considering this issue during this year.

Large numbers of applications to enrol for semester two are being received and SMTi will be monitoring the University's success in managing these applications. The focus has now moved to ensuring that UC recruits good quality international students to a wide range of programmes.

2.8 Graduate Profile

The Council workshop held in February gave a comprehensive update on initiatives to develop and promote the Graduate Profile. It is worth noting that the attributes and profile pertain to undergraduate learning outcomes.

2.8.1 Graduate Attributes

Progress continues to be made with academic programmes on incorporating the Graduate Profile. The Graduate Profile Programme Control Group is establishing how it might work alongside the Academic Administration Committee to track and report this progress to Council. The Deputy Vice-Chancellor (Academic) led a Council workshop on the Graduate Profile in late February.

The New Education Building will include a cultural space to enable larger groups of visitors or students to be welcomed to campus. This function of the new building will support the graduate attribute of bicultural confidence and competence in all undergraduate degree programmes.

The co-curricular record (CCR), which was piloted last year, will be fully rolled out this year. The CCR supports students developing their CV with documentary evidence of a wide range of learning experiences. The official launch is currently scheduled for 20 April 2016 which will launch around 20 credentials with a minimum of two certified activities in support of each of the four graduate learning outcomes.

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.

We have requested that academic staff take any opportunity over the next month to identify students who may be struggling to engage in learning. Early indicators of lack of engagement may include failure to submit a first piece of assessment, failure to log onto LEARN, failure to attend a tutorial or lab. While it is not our job to unnecessarily supervise engagement, in the early weeks away from home, family and friends, potentially successful students may fail to engage and fall behind, become despondent and set themselves up to fail. We have a professional responsibility to help students get started. A wide range of support services are available to students. In particular, we will be working with halls of residence and the large numbers of first year students to establish good learning habits from the outset.

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.

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.

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.

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 DVC Research, Professor Steve Weaver, hosted the regular morning tea for Erskine visitors and fellows. The function was well attended and is a reminder of this truly significant resource. We expect over 80 visitors this calendar year. These visiting academics enrich the lives of not only our academic staff but all the students who are exposed to them. These visitors bring with them their professional academic experience but also their own cultures and curiosity about ours. The Erskine office staff support them administratively, our staff host them. The 21 Day Challenge, hosted out of the College of Business and Law and the Centre for Entrepreneurship, with a significant number of business mentors, will be run again in 2016 with the focus on supporting a Pacific Island community.

2.9 Productivity Commission

The Productivity Commission has released its 120 page issues paper entitled "*New Models of Tertiary Education*". The paper poses 78 questions which it is seeking evidence and input on to formulate advice to Government in response to its terms of reference. Initial submissions are due by 4 May 2016. Representatives of the Commission met with Universities NZ in February. Universities NZ will be making a submission as will many tertiary education institutions.

Staff have been encouraged to make submissions but advised that if making a personal submission to indicate that they are making a submission in their personal capacity. While I have indicated I would appreciate receiving a copy of such submissions, staff have been advised that they are under no obligation to do so. In making any submissions staff are requested to take care to protect the privacy of individuals and the confidentiality of material they may have access to as part of their employment.

3. CHALLENGE

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

3.1 International

3.1.1 International partnerships

Fourteen UC students finished a five week internship programme in Bangkok organised in collaboration with Mahidol University. Examples of the internships undertaken include working in a research role for Greenpeace and in a marketing position with one of Thailand's biggest hotel groups. The students were excellent ambassadors and gained much from the experience. This was also a valuable opportunity to engage with local agents and to deepen our relationship with Mahidol University, one of Thailand's elite universities.

The 2016 CHCH101 course finished on 5 February. This brought 31 students from Peking, Beihang and Adelaide universities here to do a three week course alongside five UC students. This is a key activity in our goal to build key partnerships and increase our profile in China in particular. Staff members from the participating universities also attended, providing an opportunity to discuss future collaboration.

3.1.2 Study Abroad UCXchange

The focus for the team in February has been on welcoming and assisting our semester one intake of Study Abroad and Exchange students. More than 230 Study Abroad and Exchange students have enrolled, including over 180 Study Abroad students, up around 20% on last year. UC has welcomed students from several new Study Abroad agreements, including Point Loma Nazarene University, Central Michigan University, Beloit College and the University of Tennessee Knoxville.

A number of site visits have also been hosted in February, among them a group of education advisors from the University of California and Study Abroad co-ordinators from The Education Abroad Network. Preparations are under way for a large Study Abroad site visit from International Studies Abroad (ISA) in March, consisting of 15 US Study Abroad advisors and staff who will visit campus to learn more about UC's Study Abroad programme.

3.2 International Recruitment (including in-country international students)

3.2.1 Malaysia, Singapore, Indonesia, South Asia and China

The main focus has been on assisting with conversion of these students to UC. The team have been working closely with agents, students and the colleges to get these students to UC in time for the February start date.

3.2.2 India

Recruitment throughout India was completed during February, including Delhi, Chandigarh, Pune, Mumbai, Bangalore, Chennai, Hyderabad and Kochin. The focus of the recruitment drive was the IDP multi-destination events and Edwise world education fairs. Other individual offices were visited for training, (The Chopras, PlaceMe Consultants, Indo Pacific, Career Plus, IMTP, Olive Consulting, Hope) and a preliminary visit to a Software Engineering College in Pune. Education New Zealand also held a New Zealand universities only roadshow in Pune and Bangalore whereby counsellors at a number of international high schools were invited to presentations and networking opportunities.

At the recruitment events a new strategy was having a UC alumnus present, giving potential students the chance to find out what it is like to live here as an Indian international student.

3.2.3 Domestic Recruitment

A parent and student evening was held at ACG in Auckland, presenting to both domestic and full fee students. The feedback has been extremely positive with an invitation being extended to the Director of International Relations Office (IRO) to come and present a guest lecture series to the year 12 and 13 students in March. A very positive outcome is the 82% increase in enrolments from this time last year for full fee students from domestic schools.

3.2.4 Pre-admission

The key focus has been on supporting Admissions and assisting the recruitment and enrolment teams with their recruitment needs.

3.3 Marketing

Marketing is working with the IRO on a student guide that will go to print in March. This student guide outlines the key selling points that constitute the UC international narrative. There are also profiles of our colleges and current international students. Work has begun to organise a series of photos that will illustrate the learning opportunities available in each college.

The Web Customer Management System (WCMS) project team (phase two) is being supported by the digital team from marketing. International pages will be launched in March with postgraduate pages following. Social media activity continues to be high with an increased emphasis on Twitter and Instagram. An orientation promotion has boosted our Instagram activity. An improved online event system will be launched in March. A series of UC7 landing pages have been launched which incorporate the new videos completed in 2015. Open Day and Information Evening pages have been launched. What if Wednesday web pages have been re-branded to support the UC Connect lecture series.

A series of marketing campaigns will roll out from March 2016. The UCME brand campaign will utilise outdoor, online and radio marketing. Open Day promotion and UC GO Canterbury will take our Auckland specific offer to market. Work has started on the undergraduate profile and the seven discipline publications. On-field signage has been a feature of Crusaders games in Christchurch.

3.3.1 Liaison

Liaison carried out 113 student appointments in February, including 35 adults and 54 school students. The team began their first round visits to secondary schools this month, beginning with Christchurch, Dunedin and Southland.

The team is seeking nominations from Colleges, student mentors and the Halls of Residence, for the Back to Schools programme. As part of this programme, Liaison will fund successful candidates back to their secondary school as part of our annual school recruitment activities.

The Auckland team welcomed a new liaison officer, and a new administrator will begin shortly. Members of the Auckland team also assisted with the welcoming of our first cohort of 77 Go Canterbury students to campus. With over 200 new to UC students from Auckland starting at UC in 2016 a record was achieved but this still represents a small fraction of the nationally mobile high school leaver University population.

Colleges are currently identifying opportunities to deliver academic presentations to secondary school students in the Wellington and Auckland regions in conjunction with our Information Evenings, helping raise UC's profile in these markets. In addition Colleges have been responsive to the opportunity to provide information for the 'UC InTouch' Liaison newsletter for career advisors.

The School Engagement team has met with the School of Sport and Physical Education regarding the further development of a secondary school engagement programme and is considering some options that have been identified.

February saw the start of engagement with secondary schools through the university's partnership with the Crusaders. Year 13 students and staff were hosted at the Crusaders game in Blenheim on 19 February. Year 13 students from St Bedes College and some local Year 13 Deans were hosted at the 27 February game.

3.3.2 Admissions

A total of 431 admission *ad eundem statum* (AES) applications were recorded as received to 26 February 2016. This compares with 311 and 266 AES applications received in February in 2014 and 2015 respectively. 2016 AES application numbers are tracking at more than 30% higher compared with the same stage in 2014 and 2015.

AES Admission decisions: Number and type made from 1 to 26 February 2016:

	Total	**Undergraduate**	**COP**	**Postgraduate**	**PhD/EdD***
Full offer	217	94	27	72	24
Conditional offer	82	20	1	51	10
Declined	86	19	0	64	3
Total	385	133	28	187	37

*Includes 11 non-AES PhD/EdD applications.

3.3.3 Enrolment

An estimated 6,578 students and visitors were welcomed by Student Services during February. Of those, 3,954 have been assisted at the Information Desk (an increase of 55% on last year). A further 993 have been assisted by the Enrolments Team.

746 international students were enrolled between 16-19 February during International Enrolments week. Support from across the University ensured that students were processed as quickly and efficiently as possible.

The Contact Centre answered 11,294 calls (down on last year) and responded to 3,074 emails (up on last year) and directly answered 2,426 emails. This emphasises the continuing trend of online interaction since the introduction of myUC.

	Headcount					EFTS		EFTS					
	Applications to Enrol					Actual Enrolment		Full Year Enrolled					
	ATE Enrolment Week: 23 (03/03/2016)					Enrolment Week10: (05/03/2016)		Actual	Actual	Actual	Actual	Forecast (as at Feb)	Budget
	2012	2013	2014	2015	2016	2015	2016	2012	2013	2014	2015	2016	2016
Domestic 1st Year	3,527	3,347	3,489	3,674	4,247	2,673	3,002	2,875	2,886	2,922	2,974		
Returning	10,178	8,969	8,660	8,492	8,538	7,374	7,500	9,459	8,495	8,245	8,079		
Total	13,705	12,316	12,149	12,166	12,785	10,047	10,502	12,334	11,381	11,167	11,053	11,348	11,234
International 1st Year	1,262	1,623	2,357	2,582	3,251	314	475	291	304	336	445		
Returning	777	708	679	670	802	376	470	546	495	439	434		
Total	2,039	2,331	3,036	3,252	4,053	689	945	837	799	775	878	1,192	1,034
								-	-	-	-	-	
Total	**15,744**	**14,647**	**15,185**	**15,418**	**16,838**	**10,736**	**11,447**	**13,171**	**12,180**	**11,943**	**11,931**	**12,540**	**12,268**

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

3.4 Scholarships

The Scholarships Team has completed the first evaluation of a scholarship by a selection panel using the new online Community Force tool. Further development with Community Force includes the opening of applications for 40 undergraduate scholarships.

Expected highlights for March include the opening of applications for the UC's Doctoral and Masters Scholarships mid-year round, preparation of scholarship recipient information for the April 2016 Graduation booklet and completion of the 2016 External Research Income return from scholarships administered by the Scholarships Office.

3.5 Accommodation

A Student Accommodation Services Manager has been appointed on a 12-month fixed-term basis and is now in place. Student mentors welcomed 140 new international students arriving at Christchurch International Airport between 9-18 February. Airport pickup requests from new international students are currently up 38% on last year.

This month, in collaboration with the Tenants Protection Association, the team presented three sessions for international students on renting. The "UC Guide to Flatting" is proving very popular. Occupancy in halls and villages is almost at full capacity with about 30 rooms available in fully-catered accommodation. Waitākiri Village has increased in popularity this year at near full occupancy. Taking advantage of the expansive outdoor area, residents are enjoying newly acquired recreational equipment including volleyball, badminton, cricket and basketball, as well as a pool table and table tennis table. Bishop Julius Hall has capacity to accommodate small short-term international groups this year. Off-campus housing is at 84% occupancy.

3.6 Academic Skills Careers, internships and employment

The new location for the UC Careers & Employment Centre (level one Geography) is proving very successful with positive feedback from students and staff, increased foot traffic and engagement with services. The relocation was timely and allowed the new centre to be part of Orientation activities, including two workshops for international students. The centre will now be on the regular Campus Tours for visitors. Staff and student groups are encouraged to use facilities for career education and employability events and activities.

In response to student feedback Careers, Internships and Employment is now on Facebook. This provides another channel for sharing information, and connecting with students and employers. In addition to the Law Recruitment Evening (Thursday, 10 March 2016) and the Commerce Careers Fair (Thursday, 17 March 2016), Careers will be hosting 16 employer information sessions on campus in March. These sessions offer students the opportunity to learn about employment opportunities for 2017, internship opportunities, and to gain an insight into the work and culture of visiting organisations.

3.7 Student Development Team

The team now has an NZAID cohort of 94 students, 21 of whom recently completed a three week orientation. Of last year's NZAID cohort, 75% are making satisfactory progress with 12% of those marked as high achievers based on the Ministry of Foreign Affairs and Trade (MFAT) criteria. The other 25% included struggling students and students on deferral.

The team has also welcomed 13 new under-18 international students and is currently interviewing all of them to check on their welfare and to meet UC's obligations under the Code of Practice for International Students.

Applications to the international student welfare fund have increased. The team has been exploring Positive Psychology as an approach to student development, cooperating on this with staff from the department of Psychology and others. A new student development advisor will join the team shortly.

3.8 Pacific Development

An Acting Director Pasifika Development has been appointed for up to six months while the current director is seconded to manage the Student Success team.

The Pacific Development Team (PDT) student advisors have been busy with new and returning students as they adjust to the first weeks at (or back at) UC, and following up on ATEs. Pacific ENRs are looking very good, up on this time last year, and looking likely to exceed the 2015 end of year total.

Orientation week was very successful, with over 60 students attending our Get FRESH Orientation for first year students. We also had a very strong presence by our Pacific Student Mentors volunteering on UC Orientation Day. Our 2016 Pasifika Welcome Day on 27 February was also well attended by Pasifika students, their families, and a selection of community members and staff. A highlight was the presentation of the Pasifika Achievers Awards for astounding academic performance in 2015.

In the wake of Cyclone Winston in Fiji, we collaborated with Student Development to host a gathering of UC Fijian students on Friday 26 February, at the Māori Student Centre. The gathering was a chance for students and staff members to talk about the relief effort following the cyclone, and provide comfort in a time of distress and uncertainty.

3.9 UC RecCentre

3.9.1 New Programmes

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

3.10 UC Sport

Applications are open for the new Sport Development Coordinator, a position transferred from UCSA to improve efficiencies. This position will enhance the wide range of social sport programmes we deliver and maintain a strong connection to the UCSA and sport and recreation clubs on campus. Sport competition registrations are looking very positive again. A large recruitment drive has just been completed, which will see UC students employed in casual sport positions.

After two years of work by members of the eight key tertiary institutions, there is now a new Inter-Tertiary sport organisation and competition to be delivered in 2016. This has strong support from national sport organisations, and will enable inter-tertiary sport and a dedicated pathway for athletes to move to international representation. In the initial year there will be Rugby sevens, basketball, volleyball, netball, hockey, futsal, badminton, table tennis and rowing. We also look forward to bringing to fruition a new UC Sport mascot.

3.11 Māori Development Team

The Māori Orientation programme was very successful thanks to the work the Māori Development Team put into the phone calling and early engagement of new to UC Māori students. 140 students and their whānau attended the Māori Orientation Programme which is more than any other year. (At least 92 of the attendees were new first year students).

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 start of semester one saw colleagues involved in many mihi whakatau to welcome new students. Student-focused 'Tangata Tū, Tangata Ora' training was provided for the Emerging Leaders Development Programme Student Executive, with 20 participants in the programme. Chemistry and Physics colleagues participated in a Tangata Tū, Tangata Ora programme tailored to their departments.

The 'Māori at UC' webpage was added to the UC website and we are updating the Tangata Tū, Tangata Ora Learn site.

Engineering and Biological Sciences colleagues are working with Office of AVC Māori staff and Te Kōhaka o Tūhaitara Trust to develop opportunities for UC students and staff to build bicultural competence and confidence outcomes into their programmes. This is an opportunity with potential for significant collaborative work with Canterbury rūnanga, with benefits for communities as well as UC.

Office of AVC Māori colleagues also assisted in hosting the international indigenous visitors who were speaking at 'Kai hiku, Kai ūpoko Tribal Economic Wānanga', organised by the Ngāi Tahu Research Centre. Speakers included Mr Manny Jules, Chief Commissioner, First Nations Tax Commission, Kamloops, Canada; Mr Andre Le Dressay, Director of Fiscal Realities Economists, Kamloops, Canada; Professor Robert J Miller, Professor at Sandra Day O'Connor College of Law, Arizona State University; Ms Liz Medicine Crow, CEO and President of the First Alaskans Institute; Michael LeBourdais, Chief of the Whispering Pines Clinton Indian Band and Chairman of the Tulo Centre for Indigenous Economics; Ms Caroline Saunders, Professor of Trade and Environmental Economics, Lincoln University and Mr Paul Dalziel, Professor of Economics, Lincoln University. Mr Manny Jules is the second International Indigenous Erskine fellow at UC.

Progress in 2016 will include continued work with colleges and faculties in our response to the UC Graduate Profile and Bicultural Competence and Confidence Pillar. A meeting with Deans and PVCs will take place in March to recognise and understand our individual and collective responses to this kaupapa.

4.2 Māori Research

Professor Angus Macfarlane attended the launch by Minister Joyce of the National Science Challenge – Better Start, in Auckland recently. Along with Professor Gail Gillon, Professor Macfarlane is leading a research theme within the National Science Challenge.

The Huakina Mai Ministry of Education project is making satisfactory progress in North Canterbury schools and the Families Commission work on the Braided Rivers Approach is progressing incrementally.

The postgraduate course EDEM685 taught by Professor Macfarlane began in semester one with 16 students enrolled.

4.3 DVC Research

The recruitment process for the position of Deputy Vice-Chancellor (Research & Innovation) in anticipation of Professor Weaver's retirement at the end of May is well under way. The panel will interview shortlisted candidates in early April. Consideration is being given to the likelihood of needing to appoint an Acting DVC for a period.

A somewhat smaller (85 compared with 95) number of applications has been submitted to the Marsden Fund this year. 2016 saw record PBRF and Research income and February has seen over $5m of research contracts signed.

4.4 DVC Academic

The last few weeks have seen the final appeals in terms of the review of academic progress. While the reviews focus mainly on faculty and university exclusions, a number of students will be on restricted point programmes of study.

4.4.1 Graduate Profile PCG

The Graduate Profile Project Control Group recently presented to the UC Council on progress across the attributes and major qualification programmes. It was noted that progress is varied. The emphasis this year is on bringing all four new attributes to the point where framework documents and resources are available for Deans and Programme Coordinators to use in redesigning qualifications to meet the overall profile.

4.4.2 Academic process

This year is shaping up as a busy year for the University in terms of academic processes:

1. A new system phasing in this year is the Special Consideration process, replacing aegrotat and late discontinuation. Workshops will be held in the near future to explain the changes and to answer questions.

2. The new Student Evaluation of Teaching (SET) system, replacing course and teaching surveys, is now live and additional functionality will progressively rollout, giving greater control to academics to ask students questions relevant to them and their classes. Staff are encouraged to attend one of the workshops on offer to see how the system works.

3. A major review of the University regulations is under way. It is planned to deliver a revamped front section of the calendar in 2016 with the qualifications to follow in 2017. This will be fed into the SMS Programme.

4. The semi-annual review of small enrolled taught courses to ensure efficient use of teaching time and fair distribution of workloads.

The draft findings of the internal auditor in respect of course advising were received prior to Christmas and are currently being revised following further engagement.

4.4.3 Learning and Teaching:

Plans for Teaching Week 2016 are well under way for the week beginning 7 June. This event will again bring together staff from across the University to share practice on teaching techniques, tools and other tips for short, informative sessions.

Events will include the annual teaching awards, a repeat of the Blue Skies Technology workshop – a chance for staff to experiment with some of the latest technology to support teaching – and a teaching spotlight event jointly hosted by Ako Aotearoa and the Academy with brief tasters on what other teaching staff in the South Island are doing.

The deadline for nominations for University Teaching Awards, Teaching Innovation Awards and the Teaching Medal is 1 April. This year for the first time, Teaching Awards winners will receive $1,500 each.

A one-year on visit by the chair of the academic audit panel, Professor Bruce Harris (Auckland) and the new Director of the Academic Quality Assurance Agency for New Zealand Universities, Professor Sheelagh Matear, involved various staff on 10 March. A brief update on progress against the recommendations in the 2015 Cycle 5 Academic Audit has been provided to Finance and Planning Committee. The University will be looking to review and revise its Learning and Teaching Plan, and consequently develop an academic development strategy and Technology Enabled Learning and Teaching Strategy.

4.4.4 STAR Programme

As of 3 March 2016 there are 261 STAR programme students enrolled in UC courses. This is the highest number of enrolled students in the history of the programme, since 2004. Last year at a similar time there were 213 students enrolled. There are 85 secondary schools involved in the programme this year. The number of schools involved has increased each year since 2013 (2013 = 44 schools, 2014 = 58 schools, 2015 = 67 schools, 2016 = 85 schools to date).

The 2015 STAR group performed well, with 204 out of 218 students passing all their courses (94%). In 2014 this figure was 81%. We actively made contact with students who were not engaging on Learn, which seems to have had a positive effect. Historically about 50% of STAR students enrol at UC.

4.4.5 Hagley College Intensive Catch Up students

We have approved the admission to degree level study of 85 students who were enrolled in the Intensive Catch Up Programme run by Hagley College in January/February for students who missed out on achieving University Entrance by a few credits in their last year of school. Last year 60 students entered UC via this pathway. It is our intention to map the retention and progression of this cohort of students.

4.4.6 SMS Programme

Recent discussions with Jade Software Ltd (JSL) have confirmed that the Jade Student Management System will continue to be supported by JSL. The SMS Programme Board has taken the opportunity to pause in procurement of an IT implementation partner and consider a variety of other options. Meanwhile work on reviewing and simplifying our academic processes continues.

4.4.7 New Qualifications

In 2016 we are expecting to seek CUAP approval for a number of new or substantially changed qualifications.

4.4.8 Conjoint Degrees

Advice from AAC is awaited.

4.5 TEC Information for Learners

The TEC has developed a data set on income outcomes for graduates by programme, by tertiary provider, by joining up data held by the Inland Revenue Department and Ministry of Education. They are seeking to direct that Tertiary Institutions, including universities, publish this data on their websites.

It is difficult to know if the data has any statistical significance and how it can be adjusted for higher incomes induced by higher costs of living, given the propensity of students to learn and stay locally. For example a BA student from Auckland University is on average more likely to live and work in Auckland post-graduation than a BA student from Canterbury. If wages are higher in Auckland because the cost of living is higher, the BA from the University of Auckland will be reported as having a higher income earning ability than the comparable qualification from the University of Canterbury. Of course if the BA graduate leaves the country or starts their own low income but potentially high capital value business, they fall out of the income data entirely. The risk of meaningless and potentially misleading information is of concern to Universities NZ. The requirement to promote it online is also of concern to a number of institutions.

A number of Universities have raised concerns about the proposal to make publication of state created data on University web sites a mandatory condition of SAC funding from 2017. Further investigations are under way to determine exactly who has authorised this direction.

4.6 Tribal Benchmarking

At the TEC-run Induction for new Council members much was made of the power of the Tribal Benchmarking tool to enable Council members to "ask the hard questions of management" as to the relative cost of various programmes and services. It is far from clear if there is any statistical significance in the differences identified in cost of delivery among the eight Universities. However it is clear that TEC as the monitoring agency and the Minister do place weight and credibility on the outputs of this tool. The only quality indicators used are the four Education Performance indicators developed by the TEC (course and programme completion rates, retention and progression rates) and various participation rates for under-represented minority groups.

There is no quality measure for research intensity or research outputs or outcomes and no account of international rankings, premiums paid by full fee paying students, the i-grad survey of international student satisfaction or other measures. The Finance and Planning Committee will review the findings and management's assessment of the findings and implications at its March meeting.

5. CONNECT

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

5.1 Communications and Engagement

The communications team has prioritised the delivery of the 2015 Annual Report this month. Now it has been adopted by the UC Council, work to produce printed versions is progressing. Content for the 2015 Research Report is currently being drafted.

Based on weekly engagement reports which analyse how people interact with UC's tweets, @UCNZ was the top Twitter account out of all New Zealand Universities for February. On average UC is gaining an additional 100 followers a month. Further information on social media interaction is included under the media section.

A plan to further develop the staff blog and newsletter *Intercom* is being progressed, following a staff survey. *Intercom* readership rates are above general industry accepted averages of about 25 percent. For the Education and Training sector, readership is about 22 percent.

Intercom opening rates for the four issues in February were 42.5%, 44.5%, 43.6% and 30.3% compared to 38.8%, 41%, 37% and 38.6% for the same period last year. While improvements are being sought, the figures suggest the blog approach is a good development and the content is engaging.

The team continues to work with UCSA on how to inform UC stakeholders on changes to how campus digital signage is managed. Communications will continue to lead this channel in the meantime.

5.2 Project Communications

Time-lapse photography of construction of the roof of the Engineering Core building has been completed and video will be uploaded to the Current Projects website and to social media.

Decorated hoardings have been relocated from the Forestry site to the Dovedale Gymnasium with new Pasifika wording included, and an explanatory article published on *Intercom*. Planning for relocation of CETF tranche one hoardings to the UCSA site has been completed.

Artwork for the Ngāi Tahu Tower Trail, *Te Ara Pourewa o Ngāi Tahu*, was installed in all help point towers on 9 February. A brochure has been printed and a supporting web page is under construction.

Covers for a series of 20 Design Standards publications were produced for Capital Works and a communications plan prepared for the launch of Procurement's furniture initiative. Photography of levels two, three, seven, nine and eleven of Puaka-James Hight was undertaken and the fly-through loaded onto Google business.

The Think first 2016 health and safety campaign was launched in February. Merchandise was given away at the Think first station on the Orientation Day trail, posters have gone up and a new video is available. Further activities will be rolled out in early March. Efforts to prompt students to take care when crossing Ilam Rd near the UCSA site have been circulated to Halls of Residence.

An information sheet about the New Education Building was produced and distributed to new students at the College of Education, Health and Human Development induction sessions this month.

5.3 Media

February media coverage of UC-related topics was overwhelmingly positive. Other topics in the news included co-director of the National Science Challenge, A Better Start: E Tipu e Rea, Professor Gail Gillon, Physics Professor David Wiltshire on the announcement of the discovery of gravitational waves, the arrival of melon-popping film lecturer Steve Carr, UC's Structural Engineering Lab and UC Innovators' start-ups, especially ethical uniform-makers Little Yellow Bird.

Orientation events and the release of the 2015 Annual Report attracted minimal coverage. This is a positive outcome.

5.4 Stakeholder Relations

A small number of complaints were received during Orientation. There is some community interest in the future development of Dovedale Campus, which will be addressed at the next Community Meeting on 11 April. The Vice-Chancellor and the Manager, Communications and Engagement met with the Ilam and Upper Riccarton Residents Association (IURRA) and residents on 1 March to discuss Dovedale development.

5.5 Events

Feedback from Orientation on 19 February is still being collated. There were 1,744 registrations and about 1,670 students attending college introductions. About 800 attended the official welcome, about 50 attended the parents session, more than 200 the group activities, and 442 a talk by Sam Johnson.

This suggests a 23.4% increased attendance at morning events, and a 56% increase for the start of the afternoon events, to a 2% decrease at the end. Anecdotal feedback suggests a high to very high level of satisfaction.

The Chancellor, staff and students hosted a successful visit from the Governor General on 9 March. His Excellency expressed particular interest in meeting with students and seeing their work in Science and Engineering. The “PhD in Three” presentations were very well received. Staff and students presented UC extremely well.

On 15 April 2016 the Minister of Tertiary Education, Hon. Steven Joyce, will be on campus to open the Structural Engineering Laboratory and to launch the Quake Centre of Research Excellence.

Universities NZ is planning on a conference on February 9-10 2017 to promote understanding of the current and future role of Universities. The exact content has yet to be confirmed but it is planned to bring a number of credible international commentators to present.

The Department of Prime Minister and Cabinet is facilitating a three day symposium to be held in Christchurch 14 – 16 February 2017 focused on learnings from the earthquakes with an emphasis on preparing the next generation of those likely to be responsible for recovery after a major natural disaster. There will be opportunities for UC to create wrap around courses for credit to take advantage of this event.

5.5.1 Social Media Statistics

UC had an outstanding month in February, across all channels and relative to other universities:

UC Facebook was ranked **first** for Engagement/Fan Ratio (with five posts in the Top 10)

UC Instagram was ranked **first** for Engagement/Fan Ratio (with the highest Follower Growth Rate)

UC Twitter was ranked **first** for Engagement/Fan Ratio (with nine posts in the Top 10)

	FB Likes	FB Comments	FB Shares	FB Total Engagement	FB Reach
O Day Album	220	40	2	262	18,596
O Day Donuts	234	23	13	270	23,487
O Day College Sessions	197	6	5	208	18,099
O Day - Students are from all over (video)	41	4	11	56	3,975

5.5.2 Crusaders partnership

In 2016, UC secured the rights to have the UC logo appear on halfway mark at AMI stadium for all Crusaders home games. The logo appeared at the first home game on February 27, and at games since. The annual UC Student Experience game was held on 4 March and sold out.

5.5.3 SVA partnership

On February 22, UC was announced as a founding partner of 'Serve for NZ: ANZAC Day', a project evolving from the UC Student Volunteer Army's response to the Canterbury earthquakes. The aim is to encourage thousands of New Zealanders to pledge their time to do something for their community on ANZAC Day.

5.6 Alumni and Development

Philanthropic Income:

Feb	Feb YTD
$200,132	$ 968,953

Distributions:

Feb	Feb YTD
$239,615	$ 383,189

February was a relatively quiet month for donations received and disbursements made, however there was great progress with major donors, legacy donors and preparations for the Annual Fund and UCSA Campaign.

A $1.5m gift agreement to name the collection room at the Arts Centre the 'Teece Museum of Classical Antiquities at the University of Canterbury' was approved by Council last month. New legacy agreements were signed to the value of $6.2m, and notification was received of a new bequest valued at $300k for Mathematics at UC from Mr Roger Helm who passed away in November 2015. This was an unexpected gift.

Preparations for the UC Foundation audit have taken place during February. The audit will be conducted under the new Charity Reporting Standards. The Foundation is waiting for confirmation that its interpretations of the rules meet the audit requirements.

Robin Clark, UC alumnus and Chair of the UC UK Foundation Trustees for the past 12 years, will be retiring from that role in May 2016 at the upcoming AGM in London. The contribution is very much appreciated and will be appropriately acknowledged at the planned Alumni function in May.

5.6.1 Stewardship

Thank you letters continue to arrive which is excellent for the donors and our Foundation Trustees. Prompts by the Scholarships Office to scholars in their notification letters are working well.

We are presently seeking a change to the Education Act to reinstate "pooling" of investment funds held in over 100 separate trusts.

5.6.2 Alumni

A review of two suppliers that capture information from LinkedIn has been completed, one is a LinkedIn partner. This will allow us to import employer and location details from LinkedIn into Raisers Edge for our Alumni with their permission – effectively adding employer details to around 26,000 alumni.

It is interesting to note that Duane Major, who led the crowd fundraising campaign to buy the Abel Tasman beach, is a UC alumnus.

6. ENABLERS

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

6.1 Staff Matters

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

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

We are moving to a new arrangement for taking notes for students with disabilities. In line with a model adopted by Otago University four years ago UC is seeking to have student peers take notes for a fee, with the permission of the lecturer and oversight from Disability Support Services.

The Academic Board will again consider the matter of the role of Faculties and Colleges and have the opportunity to offer advice on academic implications of changes to the current arrangements before Council considers the matter. It is planned to brief Council on the proposals and issues at its March meeting with the intention to have the substantive discussion at the April Council meeting.

6.2 Infrastructure

Details of building status are contained in the appendix.

The space allocation policy will be considered by Council at its May meeting. The Chancellor has invited the Academic Board sub-committee to present its views and the views of the Board at that meeting.

We have been advised that the New Zealand Fire Service is delaying further consideration of the Montana Avenue Fire Station until 2017.

The prospective caterer for the Ilam Homestead is expected to re-submit their proposal in light of the Licence to Occupy signed with the University of Canterbury Club by the end of March.

6.3 ICT Graduate School

At its meeting in February Council approved UC taking the lead role in establishing the ICT Graduate School in the South. Documentation with the TEC and collaborating partners Lincoln and Otago Universities and CPIT and Otago Polytechnics is being finalised.

7. Financial Outcomes: (management accounts to 29 February 2016)

February 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	51,661	52,281	*(620)*	323,214	323,214	*0*
Total Operating Expenditure	47,003	53,572	*6,569*	336,871	336,871	*0*
Net Surplus/(Deficit)	**4,658**	**(1,291)**	**5,949**	**(13,657)**	**(13,657)**	**0**
Net Surplus/(Deficit) as a % of Total Operating Income	9.0%	(2.5%)		(4.2%)	(4.2%)	
University Total Capital Expenditure	**23,137**	**48,566**	***25,429***	**274,635**	**274,635**	***0***

* 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.

** The Full Year Forecast shown above reflects the budget. The first forecast for 2016 is due 21 March.

Actual Total Operating Income is unfavourable to budget as at February 2016. The negative variance is due to research external income and sundry income. 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 February 2016 of $1.291 million, but have returned an operating **surplus** of $4.658 million. The difference is mostly phasing, with the expectation that actual results will begin to match budget as the year progresses.

Capital expenditure is currently $25.429 million below budget. $20.642 million of the expenditure incurred to date is UC Futures related against a year to date budget of $32.576 million. At this stage of the year the 'business as usual' capital spend, against budget, is favourable by $14.305 million.

7.1 Cash Flow

The February 2016 cash position of $293.861 million is higher than budget by $108.779 million due largely to higher than expected balances at 31 December 2015. We are holding adequate short-term cash reserves to meet expected capital costs for the CETF and RSIC projects.

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

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

There are no specific additional MOE covenants, but the Funding Agreement with the Government sets out certain financial targets to be reported to the Governance Oversight Group (GOG) appointed under the Funding Agreement. As at the end of February 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[1] of $201.528 million at 29 February 2016 is $52.271 million more than budget, mostly due to the additional cash balances as a result of the lower capital expenditure (see above).

7.3 High Court action on high country leases

The High Court hearing was held on 22 June 2015 and the decision was released just before Christmas. The University's application for a stay of proceedings was upheld and the University has reasserted its desire for arbitration on the lease rentals to proceed. An appeal against the stay of proceedings has been lodged by the lessees.

7.4 Craigieburn station

The arbitrator's decision has now been released to the parties. The University is seeking payment of rental arrears and arbitration legal costs. The lessee is renewing the lease and marketing it along with the lease for Grasmere Station.

7.5 Arts Centre.

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

8. COLLEGE SUMMARIES

8.1 College of Arts (Te Rāngai Toi Tangata)

No updated provided.

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

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

Staffing Matters – Managing EFTS Growth

As student enrolments across all major programmes in the College continue to recover, colleagues in Business and Law have become increasingly preoccupied with staffing matters in order to ensure we are able to support growth in a sustainable manner. As part of this process, we are currently seeking to fill six academic roles in accounting, business information systems, management, and law. Additionally, we are currently recruiting three academic administrator roles to the recently established College Office shared services hub, which will *inter alia* provide much-needed additional administrative support for the successful Bachelor of Criminal Justice programme and increasing numbers of students undertaking community and work integrated learning courses.

Meanwhile, the rapid expansion of the UC Executive Development Programmes over the past three year continues apace; student numbers in all 'February start' EDP programmes are either close to, or at capacity and applications are now flowing in from applicants wishing to enrol in those EDP programmes with June and/or October start-dates later this year. To support this growth, we have recently appointed a new EDP business manager to oversee operations and industry engagement and will shortly advertise a lecturer position whose primary teaching duties will be for EDP programmes.

Research matters

The College is about to undergo a 2016 'stocktake' of academic colleagues' research outputs and contributions in preparation for the 2018 Performance Based Research Funding (PBRF) ranking exercise. This exercise will be led by staff from the DVC (Research) office in consultation with departmental research mentors.

Congratulations go to Professors Karen Scott and Adrian Sawyer on their appointment to 2018 PBRF peer review subject panels. Karen has been appointed a member and Deputy Chair of the Law panel, and Adrian as a member of the Business and Economics Panel (as an Accounting expert).

8.3 College of Engineering (Te Rāngai Pūkaha)

Enrolments in the College are the highest they have ever been, with 2,780 domestic enrolments, well over 200 from overseas, and 850 currently enrolled in ENG101, compared to about 620 last year. Furthermore we expect 400-500 to enrol throughout the rest of the year in mid-year and summer courses. This means we already have to plan how to include 700-800 students in the first pro year in 2017. We currently have 600.

When it was drafted, the CETF EFTS provision was not this ambitious, and we will be examining tutorial and laboratory teaching methods to ensure that student experience is retained while still being able to cater for the larger than planned numbers.

We have a strategy to increase the numbers of EFTS in, and the number of, taught Masters programmes. We are deliberately targeting those which are attractive overseas in conjunction with the IRO. We have nearly doubled our Construction Management Masters, which does have high numbers of overseas students, and also significantly increased our Fire Engineering Masters. We plan to introduce a new Masters in Renewable Energy, being coordinated by ECE, for which we know there is international demand.

We are currently waiting to reoccupy refurbished space in CAPE and ECE. Unfortunately neither wing has been finished on the target date, and staff are continuing to teach in temporary locations. Teaching and lecturing in Dovedale, whilst most labs remain at Ilam, has led to some staff inefficiencies because of travel times between the two sites and timetabling constraints. We are now awaiting information about the opening of the Core as this is a key element in our recruitment strategy for 2017.

Finally, we recently welcomed Professor Rob Lindeman to the HITLab. Rob replaces Mark Billinghurst, although he will not be the Director as Mark was, that role now having been taken by senior non-academic member of staff. This is now in line with the Director arrangements in all other Research Centres in the College.

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

The Doctor of Education (EdD) degree was launched in 2015 and has been very well received by those enrolled in the programme. Our second intake of students commenced this month and we now have 14 students enrolled in this new doctoral programme. Students appreciate the structured, supportive, collegial nature of the research portfolio component of the degree.

The $34m National Science Challenge "A Better Start- E Tipu e Rea" was successfully launched by Minister Joyce in Auckland on February 19. The Challenge's mission is to find better ways to predict, prevent and treat obesity, learning and mental health problems in children and teenagers.

Many of the College's senior academics will be involved in the learning and literacy stream of this challenge including: Prof Gail Gillon (Challenge Co-Director), Prof Angus Macfarlane (Science leadership team, and Leader Vision Mātauranga Māori), Distinguished Prof Niki Davis (School of Education Studies and Leadership), Prof Phillip Schluter (School of Health Sciences), Associate Prof Una Cunningham, Dr Brigid McNeill, Prof John Everatt (School of Teacher Education) as well as Adjunct Professor Bill Tunmer and Adjunct Associate Professor Sonia Macfarlane. The College's Kaiārahi Maori, Liz Brown, and Kaiārahi Pasifika, Tufulasi Taleni, are also supporting the Challenge. The Challenge is hosted by the Liggins Institute at the University of Auckland and further details can be found on the Challenge website http://www.abetterstart.nz/en.html

8.5 College of Science (Te Rāngai Pūtaiao)

No updated provided.

9. Conclusion

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

On 4 April the new Health and Safety legislation becomes effective. Without seeking to summarise this complex and important legislation the headline news is that responsibility for health and safety on campus – for staff, students, contractors, visitors – carries significant liabilities. "Acts of God", "Human error", "honest mistake" are not defences. Almost every accident will have a cause – inadequate risk assessment, inadequate mitigation, inadequate documentation, inadequate training, inadequate supervision. Everyone has a right to "go home safe" and everyone has a part to play. UC has been preparing for this change in legislation for the last two years and will continue to review and adjust its practices across all aspects of our operations. 2016 has got off to a good start. We can build on our success but this will be a challenging year as we progress toward conclusion of our recovery related activities, begin to manage accelerating growth and seek to transform our graduate profile and business processes to manage more with our current resources.

9.1 Appendix 1: Building Update

Building Update

Overall

Considerable progress continues to be made on erection of steel for the structural frame and the flooring system on RSIC. CETF has seen Hawkins make considerable progress already in the demolition of Civil and Mechanical wings. SEL roofing has been installed on the main building and outer building structures with much of the external cladding now secured. The NEB continues with low levels of activity on site with 75% of the shop drawings for structural steel now completed and issued to the contractors.

Campus Construction Safety Group

The Campus Construction Group undertook a comprehensive review and update of the risk register at their last meeting with much of the agenda and discussion focussed on the return of the student community and the large number of first year undergraduate students arriving on campus to study for the first time.

The contractor 'Round Table' meetings have recommenced with much of the agenda focussing on the return of a large cohort of students onto the campus and the risks associated with large numbers of students unfamiliar with their surroundings and the contractor activities on campus. There was also a considerable emphasis on the need to re-sensitise sub-contractors and delivery drivers to the risks associated with those activities after such an extended period of low student presence on campus over the end of year break. Lastly, the group focussed on the need to continue to share new H&S initiatives so that the standard of H&S practice on UC contractor sites continued to improve above current standards.

Projects in planning stage this month:

The Capital Works team has now commenced planning of 2016 projects now the program has been established and internal and external resourcing requirements identified and project assignments made within the team.

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

Current Building Status

Key Progress this month:

<u>Major work</u>

Regional Science and Innovation Centre (RSIC)

Site works continued at pace throughout February. Structural steelwork erection from level four to six in progressing on the west building and 60% completed, flooring system installation to level four of both wings is also now completed. Precast concrete sections for the back of house areas have started with the remaining panels due throughout March, rescheduling of activities has ensured the programme is maintained with no reported change to the completion date of 10 April 2017.

A significant quantity of glazing panels for the façade are now complete and in off-site storage awaiting delivery and installation. Considerable activity on site continues on other fronts with the installation of mechanical and electrical services to level one and two of the west wing tracking ahead of programme. The installation of façade brackets is on target for initial installation of building façade panels late March. Internal walls and partitions are progressing on level one and two of the west wing.

In February the Programme Control Group (PCG) reviewed the draft procurement strategy for the stage two von Haast replacement, and will consider the final report at the March PCG. The cost plan for stage two was presented which shows an over budget of less than 1% $210k) based on a timber framed building being of comparable cost to steel. The process of evaluating the timber frame RFT and price is with the evaluation team. PCG noted that a 1% over cost plan at this stage was acceptable however further increases could not be accommodated.

The result of the UC Council review of the RSIC stage two long list options paper formed the final shortlist of options which was presented at the March PCG.

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.

There are a series of ongoing discussions with Hawkins as to the delivery difficulties being experienced, largely as a result of sub-trades management issues and strategies to address challenges are being agreed between with UC. Particularly challenging is the development of a delivery programme that is realistic and protects the ability of College of Engineering's ability to cope with a large relocation, while also delivering teaching and research remains the key focus. In addition to this a Project Health Check workshop was held in the first week of March with the aim of reviewing contract intent, re-focusing the team, reflecting on the learnings experienced thus far and ensuring issues from tranche one are not carried over into tranche two. This 'Health Check' workshop initiative will be repeated again in August 2016 and early February 2017.

The project architects Warren and Mahoney (W&M) have instigated an action plan to resolve the design co-ordination issues that arose following the internal restructure of their Australian partner late in 2015. The extent of the impact is still being tested by the UC project team, although there is confidence that the W&M response plan has largely resolved most problems. This is being monitored as a risk item for the project with particular attention on identification of any emerging trends that would indicate any reoccurrence of the issue.

The decanting program has been successfully managed to date considering the size and complexity of the programme, due in no small part to the College technician team and decanting teams working really well together. The decant team are working closely with both the CAPE and ECE departments to determine the effect of the revised handover dates for each building and rescheduling the decant programme. The SEL programme is progressing well and current activities include completion of external envelope, completion of internal services and finishes, external civil works and landscaping. The programme is working towards the majority of works being complete for 1 April.

Electrical Link

Fit-out continues to proceed at the programmed rate with phased occupation planned at different times during the twelve months between April 2016 and April 2017. A fully-costed review of external recladding options resulting from the extensive damage to the external timber structure is to be presented at the March FPRC and Council meetings for review and consideration.

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

Currently the estimated project cost is forecast to be over budget. The delivery date remains at 30 June 2017. The team and all three client end user groups are continuing to make every effort to bring the project back to budget during this final stage of design.

There remains a low level of activity on site, as steel works are being fabricated off-site with delivery of frames commencing in mid-March.

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

Detailed Design was expected to be completed by 11 March with documents issued for tender by 14 March.

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

The Implementation Business Case is being prepared for submission to the May PCG, FPRC and Council meetings. An Independent QA report will be prepared by Deloittes in parallel with the Implementation Business Case.

Other Buildings/ Projects

UCSA

Preparations for the relocation of the Ilam Early Learning Centre to Dovedale continues. It is anticipated that the new facility will be operating by the start of semester two. This relocation occurs prior to demolition of the existing UCSA building. The demolition and asbestos removal tender documents are being compiled for issue with demolition planned to take place after exams in late June 2016.

Additional design workshops, with focused user input, have commenced to ensure the brief for UCSA fully meets their requirements. Developed design is now programmed to be completed by end May 2016 and detailed design by early September 2016. The PCG has agreed to a delay the opening of the building until June 2018.

Arts Centre

Difficulties around the fit-out design held up the submission to Christchurch City Council for Resource and Building consent which remains outstanding. Specifically the issues have been in relation to the acoustic treatment of doors within the music departmental space and the window treatments within the Logie Gallery. Solutions for both are included in the submission but the window treatments solution is still pending a mock up install on site and approval by the planners and curators. An updated cost report is also outstanding pending the completed Resource Consent design. Programme is at risk until all consents are approved. The PCG has been kept abreast of these consenting issues, but unfortunately at this stage, the UC project team and the Arts Centre team have only limited impact on these CCC approval processes.

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

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

2. Postgraduate apartments at Dovedale (Sonoda extension)

Agreement has been reached with CLV to allow design to continue in parallel with the negotiations, with UC appointing professional advisors and planning to notate these agreements to CLV once an agreement is reached. Preliminary design is due to be completed at the end of March 2016.

3. Undergraduate Hall of Residence

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

4. St Nicholas Hall (Kirkwood Avenue Halls)

The Resource Consent for change of use has been received, and attention will now move to the business case for the development. CLV has confirmed its desire to operate the facility, and the Accommodation Office is preparing a brief for the facility.

5. Head leases and standalone houses

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

6. Existing UC Temporary Sites

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

9.2 Appendix 2: Upcoming Events

Date	Time	Venue	Event name
Thursday 7 April	TBC	TBC	UC Connect: Title TBC. Presented by Sam Johnson. Founder of the SVA
Monday 11 April	6pm - 7pm	Undercroft 101	Community Meeting
Tuesday 12 April	9.30am - 2.30pm	Ilam campus, UC	Year 12 Discovery Day
Friday 15 April	7.35pm	AMI Stadium, Christchurch	Crusaders v Argentina
Tuesday 19 April	10am - 12pm	Horncastle Arena	Faculties of Engineering & Forestry
Tuesday 19 April	2pm - 4pm	Horncastle Arena	Faculties of Arts and Education
Wednesday 20 April	9.30am - 12.30pm	Jack Mann Auditorium	Celebration for Māori Graduands
Thursday 21 April	10am - 12pm	Horncastle Arena	Faculty of Science
Thursday 21 April	2pm - 4pm	Horncastle Arena	Faculties of Law and Commerce
Sunday 24 April	Sun 6.05pm	GIO Stadium, Canberra, Australia	Brumbies v Crusaders
Monday 25 April	na	na	Serve for New Zealand: ANZAC Day
Monday 25 April	7.30pm	Horncastle Arena, Christchurch	Tactix v Northern Mystics
Tuesday 26 April	TBC	John Britten Building	Geospatial Research Institute Launch
Friday 6 May	7.35pm	AMI Stadium, Christchurch	Crusaders v Reds
Friday 9 May	6pm	Horncastle Arena, Christchurch	Tactix v Melbourne Vixens
Wednesday 11 May	10am - 3.30pm	Undercroft Common Area / 101	Engineering and Science Careers Fair
12, 13, 14 May	9am - 3pm & 5pm - 7pm. 9am - 3pm. 9am - 3pm	Horncastle Arena	Careers Expo (Christchurch)
Saturday 14 May	All day	TBC	SVA In-schools Volunteer programme. Day 3 (Connecting the Community)
Tuesday 17 May	6pm - 8pm	Claudelands Event Centre	UC Info Evening (Waikato)
Tuesday 17 May	7pm - 8pm	TBC	UC Connect: What parts of earthquakes can we predict? Presented by Prof Brendon Bradley
Wednesday 18 May	9am - 12pm	Undercroft 101	SVA In-schools Volunteer programme. Day 4

Wednesday 18 May	5pm - 8pm	Undercroft Common Area	Jandals 2
Wednesday 18 May	6.30pm - 8.30pm	ASB Showgrounds, Auckland	UC Info Evening (Auckland)
Thursday 19 May	6pm - 8pm	ASB Baypark, Mt Maunganui	UC Info Evening (Bay of Plenty)
Friday 20 May	7.35pm	AMI Stadium, Christchurch	Crusaders v Warratahs
Sunday 22 May	4pm	Horncastle Arena, Christchurch	Tactix v NSW Swifts
Monday 23 May	2pm - 4pm	Undercroft 101	VC Forum
Tuesday 24 May	1pm - 2pm	Undercroft 101	VC Forum
Wednesday 25 May	9am - 12pm	Undercroft 101	SVA In-schools Volunteer programme. Day 1
Wednesday 25 May	6pm - 8pm	Quality Hotel Plymouth International, New Plymouth	UC Info Evening (Taranaki)
Wednesday 25 May	7pm - 8pm	TBC	UC Connect: EQ-F***ing-C: a revenge comedy in the making. Presented by Dr Christina Stachurski
Thursday 26 May	6pm - 8pm	Westpac Stadium - Function Centre	UC Info Evening (Wellington)
Saturday 28 May	7.35pm	Eden Park, Auckland	Blues v Crusaders
Tuesday 31 May	6.30pm - 8.30pm	Ilam campus, UC	UC Info Evening (Christchurch)
Wednesday 1 June	9am - 1pm	TBC	SVA In-schools Volunteer programme. Day 2
Wednesday 1 June	6pm - 8pm	ILT Stadium Southland, Invercargill	UC Info Evening (Southland)
Sunday 5 June	4pm	Horncastle Arena, Christchurch	Tactix v Southern Steel
Tuesday 7 June	6pm - 8pm	Rutherford Hotel, Nelson	UC Info Evening (Nelson)
Wednesday 8 June	6pm - 8pm	MTG Hawkes Bay	UC Info Evening (Hawkes Bay)
12, 13 June	10am - 3pm. 9am - 3pm	Claudelands Event Centre	Careers Expo (Hamilton)
Monday 13 June	6pm - 7pm	Undercroft 101	Community Meeting
Wednesday 15 June	6pm - 8pm	Wakatipu High School	UC Info Evening (Central Otago)
17, 18 June	10am - 3pm. 10am - 3pm	TSB Arena, Queens Wharf	Careers Expo (Wellington)
Monday 20 June	7pm	Horncastle Arena, Christchurch	Tactix v Central Pulse
23 & 24 June	10.30am Thursday - 4pm Friday	Council Chamber / Undercroft 101 / City Centre	UC Update Day
Tuesday 28 June	5.30pm - 7pm	John Brittan Building	Donor Thank You
June	TBC	TBC	Nga Manu Korero (regional)

9.3 Appendix 3: VC Activities

Past	
18 February 2016	• Attended the Universities New Zealand Joint Chancellors and Vice-Chancellors meeting and dinner
22 February 2016	• Welcomed the new Masters of Engineering Management students
24 February 2016	• Hosted Phil Holstein (Burnside high school principal) for a breakfast meeting
25 February 2016	• Filmed a video endorsing the Learning and Development team's Professional Development Programmes • Attended the UC Foundation Ambassadorship Strategy Meeting for the UCSA building
26 February 2016	• Met with the president of the National Sun Yat-Sen University Professor Hung-Duen Yang
27 February 2016	• Attended the UC Alumni Picnic at the Ilam Gardens
29 February 2016	• Spoke to Universities of the third age (U3A) regarding growth and Transformation at UC • Attended the Council Governance Workshop and dinner
02 March 2016	• Attended the Erskine Morning Tea • Hosted a VC Forum • Attended a dinner with the Rochester and Rutherford Halls of Residence
03 March 2016	• Attended the Tertiary Education Institution Induction in Wellington • Attended a dinner with the Waitakiri Village Halls of Residence
04 March 2016	• Attended the SSAC all staff briefing • Hosted a VC Forum • Hosted the UCSA barbeque
07 March 2016	• Hosted a UCSA Forum • Attended a dinner at College House Halls of Residence
08 March 2016	• Attended the QuakeCoRE Board Meeting
09 March 2016	• Hosted the Governor General on campus for his visit relating to science and innovation • Attended dinner with the Governor General and Their Excellency's Vice-Regal patronages
11 March 2016	• Attended an ANZ Breakfast Briefing • Attended dinner with Ilam Apartments and Sonoda Halls of Residence
17 March 2016	• Attended the Australian High Commission Westpac Trans-Tasman Dinner in Wellington
18 March 2016	• Hosted a 'thank you' morning tea for staff who had a part in enrolments and recruitment for 2016 • Met with Super Intendants Lane Todd and John Price from the Canterbury Police
19 March 2016	• Attended MUSOC's performance of Jesus Christ Superstar
21 March 2016	• Attended the Ilam School Board of Trustees Meeting
30 March 2016	• Attended the VCEC Meeting

Future	
31 March 2016	• Attending a Human Synergistics Culture session • Attending a dinner with the Bishop Julius Hall, Halls of Residence
01 April 2016	• Holding interviews with the shortlisted candidates for the vacant DVCR role
04 April 2016	• Hosting a Dinner for Local CEO's
06 April 2016	• Attending the Productivity Commission Closed Forum
07 April 2016	• Attending a Human Synergistics Culture session • Attending the Canterbury Recovery Learning and Legacy Sponsors group meeting
08 April 2016	• Attending a dinner at the University Hall, Halls of Residence
11 April 2016	• Hosting a Community Meeting for local residents
14 April 2016	• Attending the New Zealand Vice-Chancellors Committee in Wellington • Attending the Universities New Zealand Dinner
15 April 2016	• Attending the SEL opening and QuakeCoRE Launch
16 April 2016	• Speaking at the ACG Group of Schools PD day in Auckland
19 April 2016	• Attending and speaking at UC Graduation Ceremonies
20 April 2016	• Attending the Celebration for Maori Graduates • Attending the Graduation Dinner
21 April 2016	• Attending and speaking at UC Graduation Ceremonies
22 April 2016	• Attending the International Students Celebration Breakfast • Hosting a VC's welcome for new staff
25 April 2016	• Attending the UCSA ANZAC memorial • Attending the SVA Legacy Project
26 April 2016	• Attending the Geospatial Research Institute Launch