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

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## **1. INTRODUCTION**

The UC Futures Programme continues apace with a combination of real progress of our major construction projects coupled with frustration that some parts of the programme are experiencing delays. The delays are probably unsurprising given the extent and complexity of the projects.

Highly visible from Matariki, and hopefully all other parts of the campus, is the buzz of activity created by the significantly increased numbers of students who are now more than halfway through their first semester. This is what the University is all about!

I would like to acknowledge the hard work of all staff as we pass the halfway mark in semester one, but particularly the teaching staff who are on the sharp end of the delivery of our academic programmes to our students. Unfortunately there is nothing but hard work ahead as we strive to meet our enrolment targets for the next five years and as we proceed through the process of recovery to growth and transformation of the University.

A measure of research success is the value of research contracts signed off by Research and Innovation. The much steeper trajectory of contracts signed during the first four months of 2016 is a direct result of the participation by UC researchers in the newly funded National Science Challenges and Centres of Research Excellence. UC is playing a significant role in these national programmes.

## **2. STRATEGIC MATTERS**

### **2.1 UC Futures**

The UC Futures Programme will be marking the second major milestone in the University rebuild this month, with the start of the re-occupation of the rebuilt Electrical and Computer Engineering laboratories. The first was the opening of the Structural Engineering Laboratory on Engineering Road last month. Both are parts of the complex Canterbury Engineering the Future (CETF) project to rebuild all four laboratory wings in the Engineering Precinct along with the creation of a central collaborative space, known as the Core. Overall the CETF project will bring the Engineering Precinct from a pre-earthquake total of 41,024 sqm to 43,819 sqm of gross floor area (after two demolitions and the rebuild). The College is growing strongly and is currently larger than it was before the earthquakes by nearly 200 EFTS. This growth is forecast to continue into next year. The College is considering double streaming in Civil Engineering to accommodate this growth.

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

UC is in the process of reviewing the space requirements for the College of Science and the second stage of the RSIC project to ensure that our original plans remain appropriate. The RSIC stage two building planned to replace the 50 year old and earthquake damaged Von Haast building is in design at present. On review, the plans for the building have been scaled down slightly (by 400sqm or 7% of planned space) on the basis of this review and to fit within the budget.

This new building is designed to link the older parts of Biological Sciences, the new SBS building and the new RSIC stage one building so that the Science Precinct is a coherent, functional space. Although a simple structure designed to accommodate academic staff, senior research students and College staff, the building is integral to the way the Precinct will function. For example, glass washing facilities in the East of the complex will serve all the buildings in the complex, with the RSIC stage two building linking them all. Many academic staff will have their office space in RSIC stage two building and carry out their research in the new RSIC stage one laboratories.

Of particular interest, RSIC stage two will be constructed using a UC-developed technology, a laminated timber structure, which will be manufactured off-site and installed piece-by-piece onsite. The laminated timber beams will be visible from inside and outside the building.

The University Council will consider the business case for investment in RSIC stage two in October. The case requires approval by Ministers prior to Christmas if commissioning in line with Funding Agreement milestones are to be achieved.

### **2.3 Canterbury Engineering the Future**

The CETF project is what is commonly referred to as a ‘brown fields’ development. Not only is it being built on the land that was previously occupied by the Engineering Precinct, but the buildings are being rebuilt with the same steel structures and on the same foundations. This type of development carries many risks to time, budget and scope. The project has suffered from delays on the expected programme of work with marked delays in the opening of the first two wings. The scope of work has remained stable and there have been no reductions in scope once developed design was complete.

Using this experience, UC is working with the contractor, Hawkins South Island Limited, to look closely at the schedule and plans to construct the second two wings, Civil and Natural Resources Engineering, and Mechanical Engineering. Although the areas for construction were handed to the contractor earlier than planned, the main contractor has had an issue with the liquidation of the demolition sub-contractor and there have been delays to the building consents for these wings. When the review of the schedules for these two wings, originally planned for opening in early 2017 is complete, the College and other key stakeholders will be informed of any changes to the projected opening dates. Some milestones in the Funding agreement may not be able to be met and the Council and Governance oversight Group will need to approve the changes.

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

Ilam Campus staff will see the crane on the building currently known as the NEB (formerly the Commerce building) has been working to get reinforcing and other steel in place as part of the strengthening it. This month the main contractor for this building, Hawkins, indicated that there has been a delay in the manufacture and delivery of the steel for strengthening the building. The UC project team is working with the contractor to see if this time can be made up. In the meantime the contractor and the UC-contracted procurement officer are working together to gather tenders for the building fit-out. All going well with the tender processes, a business case for the fit-out is now scheduled to go to Council in June. Council is being kept informed as evidence emerges that the original estimate of cost of fit-out will be exceeded.

### **2.5 International Growth**

UC continues to partner with off shore institutions for research, exchange and recruitment. Two new Study Abroad agreements with **Ithaca College** and **Florida Atlantic University** are to be established as a result of a recent visit to the US. UC also attended the Forum on Education Abroad in Atlanta, a key industry event providing the opportunity to connect with Study Abroad advisors from across the US.

The College of Arts is working on a new programme with **Peking University** in Beijing, China involving up to 10 students on a three-week course in November 2016, followed by an internship on return to Christchurch. Peking University is widely recognised as one of the top two universities in China, as well as being in the top 50 globally. It is currently 41st in the QS world university rankings and 42nd in the Times Higher Education world university rankings.

A memorandum of understanding between Peking University and the eight New Zealand universities was signed on April 18 during the Prime Minister's visit to China.

UC set its international fees at the April Council meeting on the basis of recommendations from the Colleges, the International Relations Office (IRO) and Senior Management Team International (SMTi).

All Colleges and Faculties have now developed a range of taught masters which have strong appeal for both domestic and international student markets. The IRO printed a specific brochure to highlight the suite of taught masters for use offshore last year and will be updating that this year with those new Masters' degrees approved last year. Notable is the popular Master of Business Information Systems, approved by CUAP in 2015.

## **2.6 Graduate Profile**

### **2.6.1 Graduate Attributes**

#### **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 Careers, Internships and Employment (CIE) team is increasingly engaging with academic staff and students to integrate their services into the curriculum. Examples include:

#### **1. Increased career education as part of curriculum and within other University programmes and activities**

Over the past two years CIE have delivered Career Education into a wide number of academic programmes and to various events and groups in the university community (see appendix 1.) Already in the first quarter many have been delivered to again.

In the second quarter, discussions will continue and strategies developed to among other things:

- Include the Careers Online Career Development modules as a Co-Curricular Record (CCR) activity.
- Approach the 87 undergraduate courses (or groupings of courses) identified in the 2015 Community Work Integrated Learning Review (CWILR) stocktake to offer/identify appropriate and relevant career education support.

## 2. Increased Career Education initiatives for international students

CIE delivered two successful Career Education workshops as part of International Orientation. Key messages in these workshops centred on 'employability', and making the most of the UC Experience from an employability perspective. Other initiatives focused on International students have included:

- Active lobbying of employers of student and graduates for employment opportunities for international students
- Discussions on the development of mentoring and placement programmes, and 'migrating kitchen' concept
- Questioning of International students career development needs on a 1-1 basis
- 'Easter Event' for first year International students.

The first quarter has seen a significant number of international students engaging with CIE services.

### 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.*

Fiona Johnson-Bell, Portfolio Manager – Māori and Education System, Universities NZ visited UC recently and was hosted by the Office of the AVC Māori for two days in which she met with a number of UC staff. Fiona was very interested in the UC Graduate Profile and particularly the bicultural pillar and what that means for this University. She is in the process of visiting all Aotearoa New Zealand universities and will be reporting to Universities New Zealand and Te Kahui Amokura on these visits. She was impressed by the development of the biculturally competent and confident attribute and what this means in terms of curriculum, student experience, learning outcomes and employment outcomes for our ākonga.

Colleagues have commented very positively on the bilingual headings now frequently used in Academic Board papers and are impressed with the example of the Academic Services Group.

All Colleges are well into their mapping process and we welcome ongoing interaction on this process before the next BICC hui with PVCs and Deans. New rubrics have been approved by faculty in Commerce which include bicultural competence and confidence.

Liz Brown is now the Kaiārahi for the College of Arts while Lynne-Harata Te Aika is on secondment with Te Rūnanga o Ngāi Tahu.

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

The UC Health Centre requested a professional development te reo Māori workshop, which was delivered by Office of AVC Māori colleagues. This workshop focused on building te reo speaking skills including the development of personal mihi.

#### **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.*

Recent activity by the Student Volunteer Army and the University's association with Serve for NZ, has gained widespread media coverage. These activities raise the profile of this attribute in ways that are likely to increase engagement.

#### **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 College of Arts continues to develop the Global Hub in conjunction with other parts of UC to support the Global awareness attribute. The Global Hub Advisory Board had a successful meeting for the first time on 5 May, with representation from across UC. The new PACE internship courses are proving popular with potential Study Abroad students from the US. This is a form of study and a title that this group of students is familiar with and it is expected that this will support Study Abroad growth in the College and in UC as a whole.

### **3. CHALLENGE**

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

#### **3.1 Productivity Commission**

Universities New Zealand has made a submission to the Productivity Commission on behalf of New Zealand's universities. The UNZ submission may be found at <http://www.productivity.govt.nz/view/submissions/2683>

**The Executive Summary is provided below:**

#### **Executive Summary**

The Terms of Reference for the Productivity Commission Inquiry is focussed on how current international trends in tertiary education may impact on the New Zealand tertiary education system.

In this submission, we focus on the university sector in New Zealand. The submission reflects the shared views of the Vice-Chancellors of New Zealand's eight universities. It answers 68 of the 78 questions posed by the Productivity Commission. Rather than answering each question in turn, we address questions (or groups of questions) through a higher-level analysis.

This submission is in four sections:

1. The university sector business model
2. Key challenges in the government policy and operating space
3. The other main issues identified by the Commission
4. The future

Key findings [and the sections to refer to in the body of this submission] include:

1. **Contribution to national productivity.** The Productivity Commission notes the OECD's analysis indicating that the net present value of both private and public benefits of higher education are among the lowest in the OECD. We note that this analysis includes both Type A (degree level) and Type B (sub-degree level) tertiary education. We draw the Commission's attention to the 2013 Treasury analysis<sup>1</sup> that highlights the methodological problem with these data and shows that the returns from sub-degree qualifications drag down the national average. When considered on their own, the completion rates, employments rates, and earnings outcomes that result from a New Zealand university education are among the best in the world and unemployment rates and under-employment rates are among the lowest. [Sections 3c & 3d]
2. **University Sector Productivity and Innovation.** To the outside world, universities often seem caught up in tradition – carrying out teaching and research in buildings that externally appear much as they did 20 or 100 years ago. In reality, every aspect of university life has seen extensive innovation and change over the past decade. [Section 1b, 1e, 1f, 2a, 3a, and Appendix 1]
3. **System quality and effectiveness.** The New Zealand university system is unique internationally with all eight universities world-ranked and with excellent graduate outcomes and strong research performance. This outcome is due, in part, to a strong commitment to high-quality research-informed teaching and strong quality systems (via The Committee for University Academic Programmes (CUAP) and the Academic Quality Agency (AQA)). [Sections 1f, 3a, & 3b]

However, the New Zealand university system is also a system that is at risk.

- There is considerable funding pressure that is limiting the capacity of the system to enhance (or even maintain) quality. [Sections 1b, 1c, & 1f]
- The undifferentiated nature of the Tertiary Education Strategy (i.e., one strategy for the entire sector) does not reflect the ambitious nature of the universities and the fragmentation of policy objectives across different government agencies steals time and hinders progress. [Sections 2b, 2c, 2e, & 2f]
- There is insufficient funding to advance important government policy objectives in areas such as lifting Māori and Pasifika participation and achievement, increasing numbers of Science, Technology, Engineering and Mathematics (STEM) graduates and improving graduate work-readiness. [Sections 1c & 2a]

Overall, Universities New Zealand (Universities NZ) believes that the New Zealand university sector is highly prepared for future trends in university education. We believe:

1. Teaching will continue to be significantly more effective and satisfying for students when delivered in a campus-based environment. We also know that technology will continue to expand into every aspect of the teaching and learning experience. Although we do not see technology-enabled distance learning replacing campus-based learning any time soon (particularly for the youngest or most disadvantaged students who need the most support), we believe demand for reskilling and upskilling in the workforce will grow significantly. Universities with particular expertise with students of this kind are already responding to this need [Section 3a]
2. International competition for staff and students will continue to intensify, making it even more important that New Zealand university teaching and research are of the highest quality. [Section 1f, 3f, & 4a]



A university qualification will become an even more important way for New Zealanders to future-proof themselves against the impact of technology in the workplace. [Sections 3d, & 4b].

International evidence has shown repeatedly that a highly educated society is more likely to be democratic, tolerant, open-minded, adaptive, productive and stable. [Section 3d].

<sup>1</sup> Zuccollo J, Maani S, Kaye-Blake B, Zeng L, Private Returns to Tertiary Education, How Does New Zealand Compare to the OECD, Treasury Working Paper 13/10, July 2013.

## **3.2 International**

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

Following the endorsement of the revised IGS by SMTi, work is now under way to update the country plans for China, India, USA and Malaysia. These will be subject to IQA by KPMG in June. Further development work is in train to support our Study Abroad strategy and to enhance NZ-based recruitment of full fee students. The framework for International student experience will be further developed and presented to SMTi by the end of June.

### **3.2.2 International partnerships**

The Thailand internships programme is generating good publicity. The students who participated in the programme in January/February 2016 did internships which had been arranged by Mahidol University, an elite institution in Thailand and a key partner to UC. One of the students who participated in the programme is part of the UCME campaign (<http://www.canterbury.ac.nz/ucme/JulieQiu.html>).

Also, a group of the students who interned at a foundation caring for disadvantaged children in Bangkok are fundraising for the organisation by running in the Christchurch half-marathon in June.

The Partnerships team has also been focusing on working with the College of Arts on a programme with Peking University in Beijing, China. They are looking at sending up to 10 students there on a three week course in November 2016. This will be followed by an internship once the students return to Christchurch.

### **3.2.3 Study Abroad UCXchange**

April has seen a focus on in-country development in the US, with visits and promotional activities undertaken at several prospective and existing US partner institutions. Two new Study Abroad agreements with Ithaca College and Florida Atlantic University are to be established as a result. UC also attended the Forum on Education Abroad in Atlanta, a key industry event providing the opportunity to connect with Study Abroad advisors from across the US.

The team has also been fully immersed in the semester two application period processing inbound Study Abroad and Exchange applications and assisting students for the July intake. Preparations are under way for promotional activities on campus in early May, including the annual outbound exchange fair.

Promotion of outbound exchange opportunities for semester one 2017 is well under way, with the team running weekly seminars throughout the first term and preparing for the annual UC exchange fair on campus in early May.

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

#### **3.3.1 Malaysia, Singapore, Indonesia, South Asia and China**

Work on Singapore pathways for IDP is currently under way with an Education New Zealand funded advertising campaign set to run next month. Also, work with Uni KL for Engineering will continue for Malaysia.

#### **3.3.2 India**

A visit by PVC Professor Sonia Mazey to India has supported our commitment to key agents. Professor Mazey spent a number of days with both IDP and Edwise while in India, meeting students and councillors.

#### **3.3.3 China**

Training continued for UC's IRO's in-country representative. Also, applications were sought for the new China support role at UC. This appointment should be made by the end of May.

#### **3.3.4 Domestic Recruitment**

The month was spent developing a joint UC/UCIC school visits plan to ensure coverage of key areas of New Zealand, and allow for efficiencies to be gained by both partners working more collaboratively to cover all schools in New Zealand.

An orientation was also held by IRO for Christchurch College of English Language (CCEL) – English for Academic purposes (EAP) students during the month. A two-day, nine agent visit to Auckland was held with UCIC where UC launched the new International Student Guide. This was very positively received.

#### **3.3.5 Pre-admission**

With the July intake coming up fast, Pre-Assessment is handling both new applications and results returns from applicants with conditional offers. The mailbox filtering turn-around is holding at 0.5 working days; though initial application processing is still slower than we would like.

Key initiatives at the moment include a review of forms and communication templates, and improved recording of agent performance regarding application quality. A proposal to extend our engagement with third party applications processor Hobsons is being evaluated at present.

### **3.4 Marketing**

An international sales guide has been printed – positive feedback has been received from international agents. The undergraduate prospectus and seven college publications have gone to print for dispersal to schools and for use in market. The Christchurch Expo was held on May 12-14. As in past years Liaison, Careers and College representatives were at our stand to talk to secondary school students and their parents. Social media activity continues to be high with an increased emphasis on Twitter and Instagram (over, 1000 followers).

Work is under way on a series of campaigns that will roll out from May 2016. The UCME brand campaign utilises online, outdoor, online and radio. The UC GO Canterbury campaign takes our Auckland specific offer to market has been launched through adshells outside schools. The UC Merit campaign focusing on our undergraduate scholarship offer utilises outdoor, press, radio and online channels. A semester two campaign will be launched into the local market in May – it will utilise press, online and radio.

### 3.4.1 Liaison

The first Year 12 Discovery Day was held on 12 April on campus with 1,013 registrations from 32 of our Canterbury schools. The aim of this day was to provide Year12 students with an opportunity to experience being a university student. The event contributes to strengthening the local market pipeline.

First round school visits are nearing completion and preparation is in full swing for the upcoming information evenings.

There were 57 liaison appointments in April of which 27 were adults and 17 were high school students.

April also saw the commencement of our partnership activities with the Mainland Tactix. Year 10 and 13 students from Papanui High school were hosted at a recent game.

Photos of the UC SVA Community Leadership programme have been sent back to school principals for use in their newsletters, websites, and social media.

The Engagement team continues to assist the College Marketing and Outreach staff with information and feedback on their engagement activities, including their presentations for regional information evenings.

More than 70 Year 13 students participated in the three day College of Arts UC Possibilities programme which is coordinated by Engagement Coordinator (Arts) during the secondary school holidays.

The Year 13 PILOT (Pacific Island Leaders of Tomorrow) was held on 13-14 April in Auckland, with well over 200 Year 13 Pasifika students in attendance over the two day workshops.

### 3.4.2 Admissions

A total of 590 admission *ad eundem statum* (AES) applications were recorded as received this month. This compares with 334 and 456 AES applications received in April in 2014 and 2015 respectively. So far in 2016, admission AES applications received are 62% and 38% higher than at the same stage in 2014 and 2015 respectively. Like last month, a significant proportion of the applications received (32%) are incomplete and cannot be processed yet. Part of the reason for this is departmental-specific application forms. This issue has been raised at SMTi and will be followed up promptly.

#### **AES Admission decisions: Number and type made from 1 to 29 April 2016:**

	<b>Total</b>	<b>Undergraduate</b>	<b>COP</b>	<b>Postgraduate</b>	<b>PhD/EdD*</b>
Full offer	155	41	65	49	21
Conditional offer	118	20	1	58	18
Declined	123	38	0	83	2
<b>Total</b>	<b>396</b>	<b>99</b>	<b>66</b>	<b>190</b>	<b>41</b>

*\*Includes 9 non-AES PhD/EdD applications.*

### **3.4.3 Enrolment**

An estimated 1,915 students and visitors were welcomed by Student Services during April 2016. Of these 1,104 have been assisted by our Information Desk and a further 242 have been assisted by the Enrolments Team.

A total of 95 PhD students have been fully enrolled during April 2016 (49 International) – a 4% increase on April 2015. A further 40 students have enrolled so far for May 2016 (22 International). Enrolment reminders are being sent out to 52 continuing PhD students for June 2016.

Within the Contact Centre, a total of 3,469 calls were answered and 1,183 emails responded to. The Contact Centre directly answered 706 emails.

### **3.5 Scholarships**

During April the Scholarships Team has continued training with processing of scholarship applications in CommunityForce. Additionally two students were awarded William Georgetti Scholarships: Matthew Hutchinson to study at Princeton University and Jeremy Watson to undertake a PhD at the University of Cambridge.

Expected highlights for May include:

- the closure of applications for the mid-year rounds of the UC's Doctoral and Master's Scholarships
- selection interviews will take place for some of the UG scholarships, which closed on 31 March
- a mail-out to schools of the 2016 First Year Scholarships brochure for school students will take place
- preparations for paying the 2016 UC Undergraduate Entrance Scholarship to eligible recipients in early June.

### **3.6 Accommodation**

Health and Safety reviews have been carried out for the independent halls to assess alignment with the new legislation. Although a few minor issues were found, all halls achieved the high levels of compliance and monitoring required. The Accommodation PCG signed off the preliminary design for the 146-bed Postgraduate development on the Dovedale Campus.

The Accommodation team is encouraging students in the halls of residence to engage with the [Co-curricular Record](#).

CLV has 100% occupancy and the independent halls have occupancy levels of 95%. Accommodation is working with colleagues in SSAC to predict accommodation needs for semester two and 2017.

The team is working with Emergency Operations Centre to provide the halls with additional support in the event of an emergency, including alternative solutions for housing students in the event of widespread damage to buildings and infrastructure.

### **3.7 Student Success**

#### **3.7.1 Academic Skills Careers, internships and employment**

No updates to report this month

### **3.7.2 Careers**

A Career Development/Employability programme will soon become a CCR-approved activity. This activity will be accessible to all UC students and aims to encourage the development of career management competencies. Planning is under way for delivery of a career development initiative to the 'Go Canterbury' students. This will involve three interactive sessions throughout the year, exploring ways these students can make the most of UC from a careers perspective.

Positive feedback on the UC Careers Facebook page has been received from students and staff alike, and the new location, signage, and facilities continue to attract very favourable comments.

The Engineering and Science Careers Fair took place on 11 May. This event attracts exhibitors from all over New Zealand and some from Australia; all offering great opportunities for graduates, with some also offering summer work opportunities.

### **3.7.3 Disability Services**

No updates to report this month

### **3.7.4 Student Development**

Our Early Intervention Pilot Programme is entering the delivery phase. Invitations for participation have been sent to 40 Biology students identified as 'at risk of attrition' and delivery is scheduled to begin on Thursday 5 May. The Psychology Department has also signed up to this pilot and 700 students in PSYC105 have been invited to participate. Participants are selected based on demographic and behavioural data.

Student Development delivered the second 'Secrets to Success' workshop to NZ Scholarship (formerly known as NZ Aid) students on 11 May. This is one of four planned sessions (one per term) that highlight concepts to help students be more successful. The workshops are part of the new Connections Programme.

### **3.7.5 Pacific Development**

#### **Student Engagement**

The focus for our student advisors in April has been student call-outs, particularly to first-year, distance and at-risk students. Office drop-ins and enquiries were reasonably quiet during the April term break. The team has continued to deliver regular engagement activities such as sessions at both the Year 12 Discovery Day and UC Possibilities, respond to College engagement requests and participate in other service activities and professional development programmes. The Discovery Day session was a particular success, with a great turnout of 40 Year 12 Pasifika students.

#### **Community Engagement**

April was a great month of positive media attention for PDT and UC Pasifika students. In late April MBA student and Pacific Advisor Riki Welsh attended a high profile Le Va run conference, 'Growing Pasifika Solutions' in Auckland, along with a small group of Pacific Students, two of whom worked with Riki to help organise the conference, which was focused on positive futures for Pasifika young people. As a keynote speaker and event organiser, Riki was interviewed by TVNZ show Tagata Pasifika, including a live TV interview on Saturday 23 April.

April graduation also led to positive media coverage, with two of our three Masters of Teaching and Learning graduates featuring in a front page Press story highlighting their graduation, and the wider issue of Pasifika males in teaching.

PDT has partnered with the UC Centre for Entrepreneurship to encourage third year and postgraduate students to enter the 21 Day Challenge which is this year based in Niue. Because of the Pacific focus in this year's event, we are also working with the event organisers to provide some Pasifika community mentors for the teams involved in the challenge.

The first UC Pasifika Strategy Advisory Group (PaSAG) meeting of the year was held on 26 April.

### **3.7.6 UC RecCentre**

April has seen another busy month, with attendance up by 4,094 visits, as compared to April 2015. We are about 7,500 visitor counts ahead of the same period last year. We currently have around 7,000 members, of which about 6,500 are students.

We held a staff open week, as part of the Staff Wellness Month co-ordinated by Human Resources, which saw a small number of staff take advantage of the special offer. We have three new Gym Hosts starting in term two, as part of the [Co-Curricular Record](#). Our gym hosts volunteer for two hours per week, for the first five weeks of the term. During their shifts they receive training, and provide assistance to members under the supervision of our fitness consultants. They help keep the gym neat and tidy, assist members with technique/spotting, and learn how to approach and chat to members providing information about services and facilities available with their membership.

### **3.7.7 UC Sport**

Many of our premier sports clubs have had a great start to the season sitting high on the leader boards, including Rugby Division One Men and UC basketball (Mens and Womens). A total of 367 athletes from eight New Zealand universities entered the National University Rowing Champs, considered the most fiercely contested regatta in the university rowing calendar. Unfortunately UC had to bow to the dominant Otago and Waikato squads this time around.

The Canterbury Dragons football team competed in the ASB Premiership National league. Canterbury made it to the semi-finals for the first time in three seasons, eventually losing 2-1 to Auckland.

We continue to support the Canterbury Rams basketball team, currently sitting second place halfway through the National Basketball League. UC Sport will be part of the effort to deliver support to selected Christchurch high schools with the Crusaders and Tactix franchises, supporting UC's recruitment efforts.

We currently have 13 students completing internships/placements with UC Sport ranging from sport science, performance analysis and strength and conditioning. We are also developing relationships with regional/national sport organisations to provide further pathways for students to develop their skills and applied learning, to further enhance their graduate attributes.

## **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**

Office of AVC Māori colleagues participated in the April Graduation ceremonies. Liz Brown was kaikaranga for all of the graduation ceremonies.

Fiona Johnson-Bell, Portfolio Manager – Māori and Education System, Universities NZ, was hosted by Office of AVC Māori recently. She engaged with Māori and Pasifika colleagues on a variety of topics relating to student development and support, course content and learning outcomes. Fiona was impressed with the mahi being done across the university to develop and support the bicultural pillar of the Graduate Profile.

Our Māori recruitment and outreach one-year project is being supported by the UC Foundation and a fixed term appointment has been made to deliver this project. Our new colleague started work this week and is working on developing the details and processes for this mahi.

The Tangata Tū, Tangata Ora staff professional development programme is continuing in 2016 with good participation by academic and general staff. The 2016 UCSA Executive requested a tailored session, so a Tangata Taura professional development session was provided last month. Very positive feedback was received about this training.

Office of AVC Māori colleagues are collaborating with Learning Resources on the wayfinding and signage project, which has recently begun.

## **4.2 Māori Development Team**

April 2016 saw a successful and enjoyable Hui Whakahōnore held to celebrate our Māori graduates. This was a smaller event as many graduates are now choosing to participate in the December graduations and Hui Whakahōnore, as this often makes it easier for whānau to travel to Christchurch to participate. This year all Colleges were represented by Pro Vice-Chancellors or Deans and many heads of schools also attended. It was marvellous for our ākongā to have this support as well as that of whānau. This is always a moving ceremony, as both graduates and whānau have the opportunity to reflect on their journey in tertiary education, a journey which is also a journey for whānau and one which often leads family members to consider and begin tertiary study.

This year, Emma Maurice, Tumuaki of Te Akatoki Māori Students Association suggested a change to the conclusion of the Celebration and we agreed to sharing costs to provide a more formal lunch. As a result, kai was provided at the UCSA Event Centre, which was a wonderful opportunity for informal kōrero as well as speeches. There has been a lot of feedback on how enjoyable the entire celebration was and how much people appreciated the manaaki provided.

Tuākana have been trained and are working with their tēina to make the transition to university enjoyable and productive. This year, 48 tuākana are supporting 100 tēina to adjust to the first semester.

Te Pūkenga workshops for postgraduate students have been well attended in the first term and are about to restart for the second term.

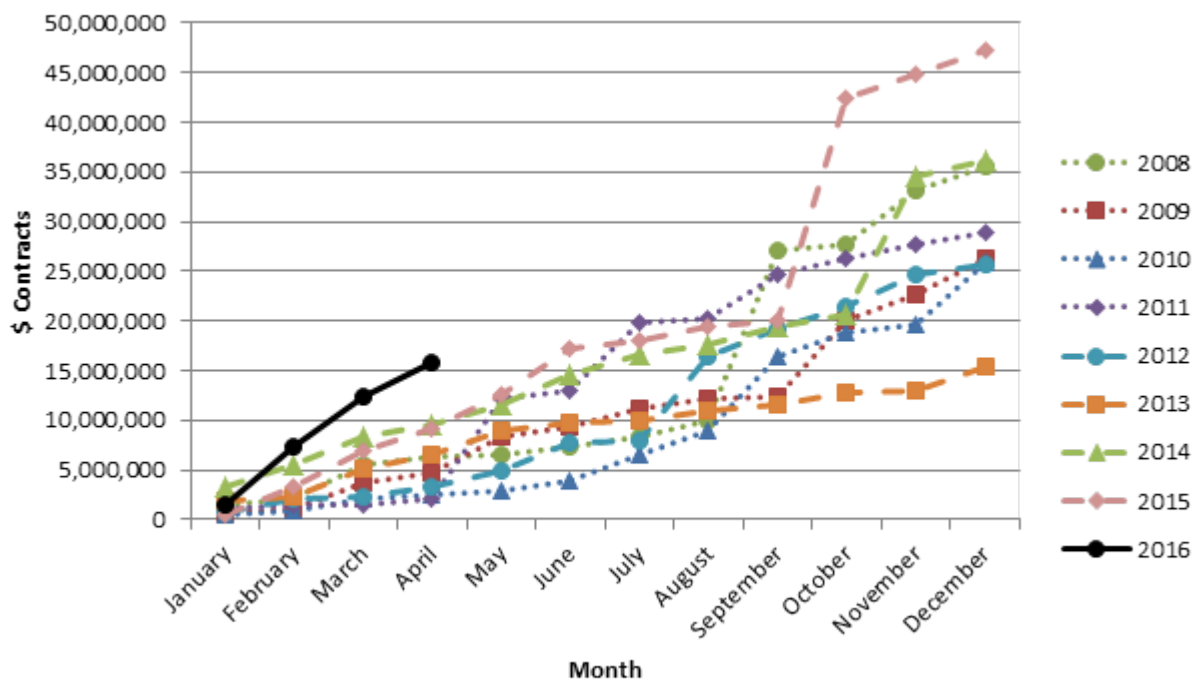
## **4.3 Māori Research**

The workshop on community connections with the university, using the kaupapa of Te Rautaki Whakawhanake Kaupapa Māori - Strategy for Māori Development was held on 15 April, with a focus on environmental science. The specific kaupapa considered opportunities for collaboration and mutual benefit, using the location of Te Kōhaka o Tūhaitara Coastal Park as an exemplar for environmental restoration and support of threatened species. Several members of Te Kōhaka o Tūhaitara Trust participated in this research hui and demonstrated examples of collaboration with mana whenua to support community-focussed research outcomes of education and environmental restoration.

#### 4.4 DVC Research

MBIE has announced that three proposals to establish new Regional Research Institutes have been shortlisted for consideration by Cabinet. One of these, the ‘Centre for Space Science Technology, Central Otago’ led by Bodeker Scientific, involves UC participation.

Presented below is a graph depicting the value of research contracts signed off by UC through Research & Innovation. Of interest is the steep trajectory for the first four months of 2016 as a result of new funding from UC participation in the National Science Challenges and the Centres of Research Excellence.



- Research contracting in 2016 has been more active than usual, due to Centre of Research Excellence and National Science Challenge subcontracting.
- The large increase in October 2015 is due to executing the QuakeCoRE contract, worth \$20.8m.
- The large increase in November 2014 is due to executing the MBIE MARS contract, worth \$12.2m.
- The 2013 result represents the low point of research activity post-earthquakes.
- The large step in 2008 represents good performance in the MSI Public Good Science Fund (\$7.3m) and Marsden (\$6.5m) rounds.

The 2015 UC Research Report has gone to the printers and will be available shortly. The theme is “Building Research Capability”.

PBRF portfolio stocktakes are again under way in the five colleges. At the end of April 72% of portfolios had been submitted. I urge staff to complete this task as a matter of priority. Research & Innovation has appointed two new PBRF advisors, Dr Joanne Cobley and Dr Justine Cottam, to manage the feedback process.



## 4.5 DVC Academic

The annual report on the summer programme has recently been compiled. Points of interest include:

EFTS in 2015/2016 summer courses increased by 15% compared to the previous summer period, even though fewer courses were offered (100 courses in 2015/2016 and 107 courses the previous summer).

The majority of students enrolled in 100- and 200-level courses.

There was a large increase in EFTS in courses offered by the College of Arts and they remain the College with the largest portion of EFTS during summer.

The course with the most enrolments was EMTH119 (131 enrolments), followed by ANTA101 (71 enrolments).

A series of other reports from Academic Services Group will also be making their way to the Learning and Teaching Committee in the near future. These reports look at topics such as performance, retention and recruitment of various student cohorts: including international, Māori and Pasifika; and grade inflation.

The Graduate Destinations Survey is now running annually. The survey includes a range of items that will target graduates' views pertinent to the new generic graduate attributes and related to the strengths and weaknesses of their programme of study. This information will be drawn on when gathering material for qualification reviews.

The deadline for Teaching Award and Teaching Innovation Award nominations has now passed. Twelve nominations have been received from across every College, and portfolios are being assessed by the judging panel. A maximum of five awards will be confirmed at the beginning of June.

Teaching Week will be held on 7-10 June 2016. Events include a South Island Ako Aotearoa Teaching Academy Spotlight event, a Blue Skies Technology workshop, a session on the graduate attribute of employability, a Teaching Innovation Engineering competition and a session on inclusiveness.

Academic developments for new, modified or deleted qualifications for round one are now with CUAP for consideration. In return a number of people will be involved in reviewing more than 80 proposals from the other universities. Many thanks to those involved for the hard work already committed and that yet to be put in.

Timetabling for the 2017 academic year will soon be kicking off with the annual data collection process. The timetabling committee has recommended that summer school requirements be included in this process.

The SMS Programme has identified aspects of the Future Process Model necessary to be resolved before beginning the procurement stage. Recruitment for the SMS Programme Director, who will take the programme forward from the middle of this year, is well advanced.

## 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*

**Blogs – general:** The team are actively encouraging/inviting more staff and students to blog personally and this is beginning to result in increased participation levels.

**Intercom:** Average opening rate for April: 41.48%. 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:** Average opening rate for April: 48.99% of all recipients opened the EDM – a highly engaged audience.

**Photographs:** Work to mitigate risks around better searchability, privacy and consent continues through the improved use and storage of consent forms and entering data into the Filepro system.

**Newsletters and Electronic Direct Mails:** Work on the UC In Touch newsletter is under way.

**Publications:** The Research Report has been sent to print, and the first Chronicle for 2016 is progressing.

**Co-curricular Record:** A communications plan is being implemented.

**Twitter:** @UCNZ continues its high ranking, once again coming in again this month as among the top Twitter account out of all New Zealand Universities.

### 5.1.1 Project Communications

The Geospatial Research Institute launch held on 26 April was supported with displays and activities.

The tour of the Ngāi Tahu Tower Trail, *Te Ara Pourewa o Ngāi Tahu* was held on 22 April, attended by about 40 staff. A brochure about the trail has also been produced and is being distributed more widely.

A review of Capital Projects web pages started in April. A new structure has been agreed with the Director of Learning Resources and the Capital Projects Operations Manager.

Information about construction work on Dovedale was published on staff and student blogs in April. A building is being extended and refurbished to accommodate the Ilam Early Learning Centre, which is moving to Dovedale mid-2016.

Feedback on the communications strategy for the UCSA building project has been received, as well as recommendations from the research company following audience testing. The strategy is being finalised.

Content for the new NEB hoarding skin has been produced and sent to building tenants for review and approval.

A media statement about the donation David and Leigh Teece recently made to support the Arts Centre building project was released in April. The museum holding James Logie Collection will be officially named the Teece Museum of Classical Antiquities at the University of Canterbury.

## 5.1.2 Media

April media coverage of UC-related topics was overwhelmingly positive. Over the 30 days, there were more than 21 news stories released or pitched, 64 media queries handled, and no negative media coverage. Graduation featured on the front page of The Press, with two Pasifika Teaching and Learning Masters graduates interviewed, as a direct result of a media pitch.

Topics in the news included the Structural Engineering Lab being officially opened and QuakeCoRE launched by Tertiary Minister Steven Joyce, the Student Volunteer Army's launch of the Serve for NZ campaign on Anzac Day and Gallipoli Pine planting.

UC academics were quoted widely with Sociology Professors Greg Newbold and Jarrod Gilbert again prominent, alongside a range of others from every College. An analysis of broadcast, internet and print coverage in April found 411 items. This coverage reached a cumulative audience of 8,491,289 and had an advertising space rate of \$2,049,214.

## 5.1.3 Stakeholder Relations

UC Connect public lectures included UC Adjunct Fellow Sam Johnson on "Volun-tourism", Dr Murray Sherwin from the Productivity Commission on the current tertiary review and a film-maker and author discussed their work on the Teina Pora case to a capacity audience.

## 5.1.4 Alumni and Development

### Development

#### *Philanthropic Income:*

April	YTD April
\$935,045	\$2,134,977

#### *Distributions:*

April	YTD April
\$288,263	\$866,032

The Foundation Audit was finalised for the AGM, compliant with the new reporting standards.

With College of Business and Law: Securing 18 Mentors and two judges for the 21 Day Pacific Challenge as well as supporting the request for funding from the Pacific Islands Trade and Investment group for the next 10 years. It will require \$10,000 per year plus inflation to provide funding for the student project.

With Communications and Marketing: The Annual Appeal – Make a Difference in 2016 was mailed in April. This is a fully integrated campaign including direct mail, web, social media and email signatures, with some outbound calling. So far, 65 donations have been made totalling \$14,000. Further information is available at: [www.canterbury.ac.nz/alumni/appeal](http://www.canterbury.ac.nz/alumni/appeal)

An application has been made for \$50,000 funding for Music panels in the Arts Centre, supporting the College of Arts. This also involved the Arts Centre endorsing the project.

With the assistance of other teams from across the University, Alumni and Development arranged for the planting of the Gallipoli pine, a gift from SCION, on the Okeover lawn as part of ANZAC Day services.

### **5.1.5 Stewardship**

With College of Science: Organisation and funding for the signing event of the agreement with Pells Sullivan Maynick to fund a lectureship in Engineering Geology. This was well attended and well received and was supported by the VC, UCF Chair and Deputy Chair.

The first Scholars' Tea, where Emerging Leader Scholars meet Trustees was well received by the students and the Trustees who are particularly keen to see the impact of the funds disbursed by the UC Foundation. It highlighted that scholars do not necessarily understand that donations support their scholarships.

### **5.1.6 Alumni**

Two Mt John trips were organised, with over 100 alumni and friends. An International Graduation Breakfast was held in Ilam Homestead supported by the VC, Chancellor and Registrar. With the UC Club (formerly the staff club), the team hosted new graduate drinks at Ilam Homestead on 19 and 21 April.

The Wellington Alumni Chapter had an event in April. Preparations for New York and London Alumni/Fundraising events as well as Malaysia events later in the year were a priority in April.

Alumni and Development hosted a table at the Tactix match on Monday 25 April. Six young alumni won their tickets in an overnight internet draw.

We are working on a joint project with EDP, Careers, Centre of Entrepreneurship, Research and Innovation (R&I), Procurement and Final Year Projects to deliver a directory for businesses on how they can engage with UC.

Fundraisers in Alumni and Development and Business Development staff in Research and Innovation met in April to continue our work on reaching out to businesses for the offerings we both have.

## **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.

### **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 30 April 2016)

April 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	106,830	105,533	1,297	323,214	331,863	8,649
Total Operating Expenditure	100,524	111,169	10,645	336,871	337,047	(176)
<b>Net Surplus/(Deficit)</b>	<b>6,306</b>	<b>(5,636)</b>	<b>11,942</b>	<b>(13,657)</b>	<b>(5,184)</b>	<b>8,473</b>
Net Surplus/(Deficit) as a % of Total Operating Income	5.9%	(5.3%)		(4.2%)	(1.6%)	
<b>Capital Expenditure</b>	<b>48,882</b>	<b>98,302</b>	<b>49,420</b>	<b>274,635</b>	<b>208,875</b>	<b>65,760</b>
<b>Cash/ Short Term Investments/ Short Term Government Stock</b>	<b>269,138</b>	<b>138,927</b>	<b>130,211</b>	<b>42,081</b>	<b>239,497</b>	<b>197,416</b>
<b>Working Capital</b>	<b>185,311</b>	<b>103,102</b>	<b>82,209</b>	<b>8,296</b>	<b>210,712</b>	<b>202,416</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 April 2016. A positive variance in tuition fees and interest income has been partially offset by a negative variance in research external income and 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 April 2016 of \$5.636 million, but have returned an operating **surplus** of \$6.306 million. The difference is thought to be mostly due to poor 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 \$49.420 million below budget. \$42.760 million of the expenditure incurred to date is UC Futures related (CETF, RSIC, and NEB) against a year to date budget of \$76.506 million. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by \$15.674 million.

### 7.1 Cash Flow

The April 2016 cash position of \$269.138 million is higher than budget by \$130.211 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.

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

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

There are no specific additional MOE covenants, but the Funding Agreement with the Government sets out certain financial targets to be reported to the Governance Oversight Group (GOG) appointed under the Funding Agreement. As at the end of April 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 \$185.311 million at 30 April 2016 is \$82.209 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.**

The final design for the fit-out has been agreed and approved by the Arts Centre. Agreement is now being sought from Christchurch City 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.

## **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.

# **8. COLLEGE SUMMARIES**

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

For over a decade the College of Arts has presented a Platform Festival, alternating with the biennial Christchurch Arts Festival. From this year we are moving to a different format in which our cultural outreach events throughout the year are advertised under the Platform brand, along with one or more, shorter, more concentrated periods of activity each year to mark specific events. One of these will be around the opening of the Arts Centre, now likely in early 2017.

An Arts working group continues to look at space options in the College, which includes making allowance for the move of Classics and Music to the Arts Centre. Current plans include relocating the College Office to the ground floor of Locke, and also making this a student-focussed and public-facing 'front door' for the College.

The CEISMIC project is now located within a broader facility supporting the Digital Arts, Social Sciences and Humanities (DASSH). This facility has now settled on the title of 'UC Arts Digital Lab'. Additional projects to date have included supporting staff in creating research-related databases, websites and online journals, such as the new journal *Continental Thought and Theory*, (<http://ctt.canterbury.ac.nz/>), with its first issue devoted to the topic of intellectual freedom.

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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

This month the College is formally acknowledging the retirement of Emeritus Professor Patrick Evans. Patrick, who continues as an Adjunct in the English department, has been at Canterbury for more than 40 years, making a profound contribution to the Humanities, and will be much missed as a full-time member of our Arts community.

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

No update received.

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

We are currently recruiting several new academics as replacements for departures or new positions because of increased EFTS in 2016. We will make or have made several offers and are waiting for the usual immigration processes to take place so that our new staff can commence working with us in the Civil, Mechanical and Electrical Engineering departments, and Computer Science and Software Engineering. We are also working on staffing requirements for 2017 because the likelihood is that at least one department will move to double streaming to accommodate a much bigger first Professional Year, which will require more resources.

We have commissioned ResearchFirst to look at the attractiveness of the brand new BProdDes concept, and will make a go/no-go decision based upon their findings in a month or so. Early indications are however that, done carefully and with appropriate titles for the Majors, there could be an appetite in New Zealand for such a programme. We have also asked the IRO to test the concept overseas.

We have a number of new programmes currently going through the CUAP process, a number of them specifically designed to attract full fee Masters students.

Finally, we are very close to re-occupying the first of the new Engineering wings, ECE. Coupled with the opening of the SEL recently by the Minister, we are clearly more than halfway through our disruptions since 2011, and soon there will be much to celebrate.

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

We were fortunate to be the first College in the University to run the Organisational Culture Inventory; a Human Synergistics tool to provide us with the information and way forward to discuss and address organisational culture in the College. We collected data via surveys in April, and managers, Heads of Schools and senior academics in the College participated in a two day Culture Leadership Workshop in early May. The workshop provided a framework for learning about organisational culture and also served as an important leadership development opportunity for College leaders. While we are just beginning our journey to discuss and shift culture, we feel we've made a very positive beginning.

Our teams in Early Childhood and Primary Teaching were congratulated for the glowing reports from the programme external monitors on the Bachelor of Teaching and Learning (Early Childhood and Primary). Although we are waiting for the written reports, Dr Mackey (Dean of Education) reported that the excellent verbal reports she received were testimony to the strong leadership and outstanding commitment, expertise and energy of all staff involved in the degree programme.

The external monitor's report for the Bachelor of Education (Physical Education) was also complimentary and acknowledged that the transition arrangements due the suspension of the programme are being well managed.

We currently have a world leading expert in teacher education visiting our College for a 6 week period through the Canterbury Visiting fellowship scheme. Professor Sharon Feiman-Nemser, from the USA, is working with our academics and leaders in the School of Teacher Education as well as our educators in Education Plus. Professor Feiman Nemser has written extensively on student mentoring in teacher education, supporting new teachers in their school communities, learning how to teach, and ongoing teacher professional development.

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

No update received.

## **9. CONCLUSION**

As we move into the second term, the focus of many staff is on enhanced teaching, learning and support for our students. Our upcoming Teaching Week 7-10 June will enable the community to share best practice more widely.

Further steady progress is continuing on our UC Futures strategies, both in terms of physical infrastructure and the graduate profile and on research initiatives, building on the new revenue streams of the first quarter.

Overall our university is in good heart, anticipating further growth in student numbers for semester two and beyond.

### **9.1 Appendix 1: Building Update**

#### **Overall**

RSIC has reached a significant milestone as in accordance with its Master Program with the first façade panels being attached to the building. Steel erection continues and will now need to maintain a pace that enables the smooth continuance for the next few months whilst both wings begin to be fully enclosed. The SEL project is complete with only minor close out works required post Practical Completion following a successful opening of the building. The completion of ECE wing in the CETF Project is imminent but the remainder of the project continues to suffer from ongoing program delays by Hawkins in spite of the ongoing efforts of the UC project team to mitigate issues that may impact on program where practically possible. The NEB project still continues with low levels of activity on site with 75% of the shop drawings for structural steel now completed and issued to the contractors whilst UC and the project team focus on preparation of the stage two business case.

#### **Campus Construction Safety Group**

Traffic management tensions on campus particularly in Engineering Road have now abated with the SEL approaching final completion and the introduction of new Traffic Management Plans by Hawkins and Fletchers who generate the most industry traffic on that particular road. 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 demolition of the UCSA building that will generate a considerable number of truck visits removing debris from the project site.

The monthly contractor 'round table' meeting continues to be an extremely useful forum in UC raising the expectations of Health and Safety related activities on each site and subsequent implications on campus.



## **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 will also begin to prepare 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 progressing well ahead of façade installation, completion of the main structure will occur in the next four to five weeks and are in advance of the critical path activities for façade installation.

The façade installation is progressing with some delays. In addition some rework is required to the south-east elevation to ensure correct levels are obtained. This work will be carried out in parallel with the remaining phases to keep works on programme.

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.

The installation of the roof membrane has started on the west wing of the building; these works are critical in terms of the ability to install finishes and are currently running to programme.

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 will be completed in early May where a revised cost plan will be produced for acceptance by PCG in June, noting the current cost plan (end of preliminary design) shows an over budget of \$480k. A report concerning the shortlist of options for the von Haast replacement was accepted at the April PCG, with the need for a few amendments and additional pricing information. This will now be supplemented by work from within UC Futures and form part of the options report to Council in May/June.

#### **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. ECE has been completed to handover state but CPU issue has been delayed due to product availability for a small part of the cladding and an error in manufacturing of the stair handrails. Hawkins and UC are working together to ensure that recanting of the building occurs in accordance with the agreed program.

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 with UC.

Particularly challenging is the development of a delivery programme that is realistic and protects the College of Engineering's ability to cope with a large relocation, while concurrently delivering teaching and research which 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 May, July, September and November 2016, then again in early February 2017 to ensure close monitoring of commitments and outputs.

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 extremely 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 complete with CCC issued and snagging under way.

### **Electrical Link**

The fit-out of this building is now completed with phased occupation planned at different times during the twelve months between May 2016 and April 2017. A fully-costed review of external recladding options resulting from the extensive damage to the external timber structure was approved by the March FPRC and Council meetings.

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

Completion of the stage two business case is subject to final details of the Hawkins stage two fit-out tender due 20 May. Concurrent with the tender process, the project team and Hawkins have been negotiating the contract, the construction programme and the UC security package. Deloitte are preparing an independent QA report in parallel with the implementation business case.

The PCG has approved the rescheduling of the business case submission from 2 May to 7 June to conclude the project team contract and program negotiations and to provide greater cost certainty before submission to UC Council on 29 June.

The interim results from the stage two fit-out tender indicate the estimated project budget of \$68.8m is likely to be exceeded by circa \$10m. This figure includes \$4.4m of contingencies and a mechanical services tender result exceeding pretender estimates of \$2.7m which is currently being interrogated by the procurement officer (RLB).

Hawkins has advised a potential delay in the project program. This revised programme has not been approved by the project team and is currently under review to identify options for completion by the target date of 30 June 2017. A delay is expected but the size of the delay is to be confirmed.

This delay is partially related to a current 12 week delay with the strengthening works proceeding under the Letter of Intent.

The project team in conjunction with Hawkins are investigating all options for rescheduling the works to recover this time. The shop drawing process for the structural works is proceeding with 90% 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.

RHS secondary steel for hollow core slabs is now being installed and the scaffolding has been erected on the north elevation of the north wing in preparation for the façade works.

The design team are working with CoEHHD, 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 from 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 documents are being compiled for issue 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 to BAU. These minor early works are planned to start early June and are to be all completed before the site is handed over to the demolition contractor.

Additional design workshops, with focused user input, to ensure the brief for UCSA fully meets their requirements are now completed. Developed design is programmed to be completed by end May 2016 (subject to approval of the preliminary design and cost estimate at the early May PCG meeting) and detailed design completed by early September 2016. The PCG has agreed to delay the opening of the building until June 2018 to ensure that the design addresses the future functionality requirements of the mix of spaces within the building.

### **Arts Centre**

RFIs for resource consent have been raised which are currently being addressed by the architects. While responses are being compiled the consent process pauses, however, it is noted that once restarted there are only four days left on the clock before consent should be granted. Revised pricing from the contractor has come back significantly higher than the November price despite there being only a few changes to the design, notably the acoustic panels in the recital room, changes to HVAC and moisture mitigation solution required to protect the Logie Memorial Collection. This price is being reviewed currently by the project QS and the updated total budget costs should be available later in May. Due to program pressure to complete the works no later than January 2017 approval to instruct first fix works packages is being sought from UC in the absence of a full budget review by the PCG and approval by UC.

## **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**

Final enrolment numbers for 2016 have been supplied to the consultant to update the demand forecast which is expected in May. The expectation is that this update will support the requirements for a postgraduate development in 2018, but show a delayed commencement to the undergraduate hall is appropriate. The commencement of this second development will be monitored against the impact on supply of beds resulting from Campus Living Villages (CLV) renovation plans which are yet to be advised and agreed.

### **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 novate these agreements to CLV once an agreement is reached. Preliminary design has reached completion and is currently being reviewed against budget before approval to proceed to developed design is given.

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

The PCG meeting in May 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)**

Considerable effort is being made by UC to prepare the necessary information to inform a business case for presentation to Council in June 2016. This includes the Student Accommodation Office providing the first draft of a brief for an undergraduate self-catering hall in this accommodation. Initial indications are that the original estimated budget for the redevelopment is too low and that the total project cost, including the cost incurred to gain resource consent, will exceed \$1.5m.

The PCG will however review the proposed scope of works, program and budget for the refurbishment before a business case is formalised.

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

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

## 6. Existing UC Temporary Sites

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

### 9.2 Appendix 2: Upcoming Events

Weds 25 May	9am - 12pm	Undercroft 101	SVA In-schools Volunteer programme Year 10. Day 1
Weds 25 May	6pm - 8pm	Quality Hotel Plymouth International, New Plymouth	UC Info Evening (Taranaki)
Thurs 26 May	6pm - 8pm	Westpac Stadium - Function Centre	UC Info Evening (Wellington)
Sat 28 May	7.35pm	Eden Park, Auckland	Blues v Crusaders
Mon 30 May	5pm - 8pm	John Britten Building	21 Day Challenge Finals
Tues 31 May	11.30am - 1pm	Cashmere High	In-Schools training sessions with the Tactix
Tues 31 May	6.30pm - 8.30pm	Ilam campus, UC	UC Info Evening (CHCH)
Weds 1 June	9am - 1pm	TBC	SVA In-schools Volunteer programme. Day 2
Weds 1 June	6pm - 8pm	ILT Stadium Southland, IVC	UC Info Evening (Southland)
Sun 5 June	4pm	Horncastle Arena, CHCH	Tactix v Southern Steel (Activation at game)
Tues 7 June	6pm - 8pm	Rutherford Hotel, Nelson	UC Info Evening (Nelson)
Weds 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)
Mon 13 June	6pm - 7pm	Undercroft 101	Community Meeting
Mon 13 June	7.30pm	Hamilton	WOP Magic v Tactix
Weds 15 June	12pm - 1.30pm	Villa Maria	In-Schools training sessions with the Tactix
Weds 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)
Mon 20 June	7pm	Horncastle Arena, CHCH	Tactix v Central Pulse
23 & 24 June	10.30am Thurs - 4pm Friday	Council Chamber / Undercroft 101 / City Centre	UC Update Day
Tues 28 June	5.30pm - 7pm	John Britten Building	Donor Thank You

### 9.3 Appendix 3: VC's Activities

<b>Past</b>	
28 April 2016	<ul style="list-style-type: none"> <li>• Travelled to New York and the UK for Alumni and recruitment events</li> </ul>
29 April 2016	<ul style="list-style-type: none"> <li>• Visited Singularity University in San Francisco</li> <li>• Met with David Teece</li> </ul>
05 May 2016	<ul style="list-style-type: none"> <li>• Met with Craig Neville-Manning from Sidewalk Labs</li> <li>• Attended lunch with Guy Horrocks CEO and Founder of Carnival</li> <li>• Met with Ultimate Philanthropy</li> <li>• Attended a UC Alumni Event Hosted by Ronnie Peters and Susan Sakin of 360 Design</li> </ul>
06 May 2016	<ul style="list-style-type: none"> <li>• Met with Jonny Lindroos of Lafayette</li> <li>• Met with Ronnie Peters</li> <li>• Attended the UC Foundation in America Inc Board Meeting</li> <li>• Attended a UC Donor event hosted by Craig and Kirsten Nevill-Manning</li> </ul>
09 May 2016	<ul style="list-style-type: none"> <li>• Met with Andrew Roy the foreign editor at BBC World News</li> <li>• Attended lunch with Stuart Harray, Bruce Griffin, Kirsten Hutton, Mark Livingstone, Andrew Barkle, Wendy Miles, Alene Wilton, Olly Buxton and Matt Dillon</li> <li>• Met with Dr Julia Maxton Executive Director of the Royal Society of London</li> <li>• Met with Lady Christine Brownlie</li> </ul>
10 May 2016	<ul style="list-style-type: none"> <li>• Attended lunch with Martyn Percy the Dean of Christ Church</li> <li>• Met with professor Sally Mapstone, Pro Vice-Chancellor for education and Mr Loren Griffith Director of International Strategy</li> <li>• Attended an Alumni and Friends event at Oxford University</li> <li>• Signed an MOU between UC and Oxford Universities</li> </ul>
11 May 2016	<ul style="list-style-type: none"> <li>• Met with Professor Sir Leszek Borysiewicz Vice-Chancellor of the University of Cambridge</li> <li>• Attended an Alumni and friends event at the University of Cambridge</li> </ul>
12 May 2016	<ul style="list-style-type: none"> <li>• Attended lunch with Michael Spiro</li> <li>• Attended a London Alumni Event</li> </ul>
18 May 2016	<ul style="list-style-type: none"> <li>• Spoke at the Entre Grand Formal Launch</li> <li>• Attended the Canterbury Recovery Learning and Legacy Sponsors group</li> </ul>
23 May 2016	<ul style="list-style-type: none"> <li>• Attended the second Governance Oversight Group Meeting for 2016</li> <li>• Hosted a Vice-Chancellor's Forum</li> <li>• Attended the South Island Prime Ministers Scholarship Evening</li> </ul>
24 May 2016	<ul style="list-style-type: none"> <li>• Hosted a Vice-Chancellor's Forum</li> <li>• Attended a dinner with Mark Nicholls from Trimble Navigation</li> </ul>
25 May 2016	<ul style="list-style-type: none"> <li>• Met with the Principal of St Andrews College regarding engagement and recruitment</li> <li>• Hosted a forum alongside the UCSA</li> </ul>

<b>Upcoming Events</b>	
26 May 2016	<ul style="list-style-type: none"> <li>• Meeting with the Principal of Christ's College regarding engagement and recruitment</li> <li>• Attending a MFAT Luncheon with international ambassadors</li> <li>• Attending the IBA teleconference</li> <li>• Hosting a community dinner alongside John Wood and Darryn Russell</li> </ul>
27 May 2016	<ul style="list-style-type: none"> <li>• Speaking at the retirement function for Professor Weaver</li> </ul>
30 May 2016	<ul style="list-style-type: none"> <li>• Meeting with the Principal of Riccarton High School regarding engagement and recruitment</li> <li>• Meeting with the Principal of St Thomas's regarding engagement and recruitment</li> <li>• Attending the closing of the 21 Day Challenge</li> </ul>
31 May 2016	<ul style="list-style-type: none"> <li>• Attending the UC Information evening</li> </ul>
01 June 2016	<ul style="list-style-type: none"> <li>• Meeting with the Principal of Christchurch Boy's High School regarding engagement and recruitment</li> <li>• Meeting with the Principal of Christchurch Girl's High School regarding engagement and recruitment</li> <li>• Hosting a dinner for the Assistants in the Halls of residence</li> </ul>
02 June 2016	<ul style="list-style-type: none"> <li>• Meeting with the Principal of Cashmere High School regarding engagement and recruitment</li> <li>• Meeting with the Principal of Marian College regarding engagement and recruitment</li> <li>• Speaking at the Hubei exhibition on behalf of the University of Canterbury</li> <li>• Attending the Entre 85k Qualifiers evening</li> </ul>
03 June 2016	<ul style="list-style-type: none"> <li>• Hosting Joe Letteri of Weta Digital on Campus</li> </ul>
07 June 2016	<ul style="list-style-type: none"> <li>• Attending the Teaching Awards Ceremony</li> <li>• Welcoming attendees to the DASSH 2016</li> <li>• Hosting a community dinner alongside John Wood</li> </ul>
08 June 2016	<ul style="list-style-type: none"> <li>• Attending the Canterbury Development Corporation Economic Update</li> <li>• Meeting with the Advisory Board to the Assistant Vice-Chancellor Māori and Ngāi Tahu Research Centre</li> </ul>
09 June 2016	<ul style="list-style-type: none"> <li>• Welcoming people to the NCEA Japanese Workshop</li> <li>• Attending the Education Caucus informal working lunch hosted by National MP Paul Foster-Bell in Wellington</li> <li>• Attending a dinner hosted by the NZVCC in Wellington</li> </ul>
10 June 2016	<ul style="list-style-type: none"> <li>• Attending the NZVCC meeting in Wellington</li> </ul>
13 June 2016	<ul style="list-style-type: none"> <li>• Attending a Community Meeting</li> </ul>
16 June 2016	<ul style="list-style-type: none"> <li>• Attending a Donor thank you event in Wellington</li> </ul>
17 June 2016	<ul style="list-style-type: none"> <li>• Attending an SMT development day</li> </ul>
22 June 2016	<ul style="list-style-type: none"> <li>• Attending the Quake CoRE Board Meeting in Auckland</li> </ul>
23 June 2016	<ul style="list-style-type: none"> <li>• Hosting SMT for a mid-winter Christmas dinner</li> </ul>
24 June 2016	<ul style="list-style-type: none"> <li>• Welcoming students to the UC Update Day</li> </ul>
27 June 2016	<ul style="list-style-type: none"> <li>• Hosting a Community Dinner alongside John Wood and Lynn McClelland</li> </ul>
28 June 2016	<ul style="list-style-type: none"> <li>• Attending the Teece Townsend Telescope Restoration</li> <li>• Attending the UC Foundation Donor Thank you event for Individual</li> </ul>

