COUNCIL

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

EMBARGOED UNTIL 4pm WEDNESDAY 25 OCTOBER 2017

Agenda

Date **Wednesday 25 October 2017**
Time 4.00pm
Venue Council Chamber, Matariki

Refer to Page No.

1. APOLOGIES: Mr Warren Poh

2. CONFLICTS OF INTEREST
Every Member has an obligation to declare any material interests relevant to any University of Canterbury activities and to ensure that any conflict arising from the material interests is noted and managed appropriately

3. MINUTES (27 September 2017) 1-5

4. MATTERS ARISING

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   - 5.3 Degrees conferred in absentia

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10. PUBLIC EXCLUDED MEETING

Motion by the Chancellor for Resolution to Exclude the Public Pursuant to s48 of the Local Government Official Information and Meetings Act 1987:

I move that the public be excluded from the following parts of the proceedings of this meeting, namely:

Item on Public Excluded Agenda	General Subject Matter	Reason for passing this resolution in relation to each matter	Grounds under section 48(1) for the passing of this resolution
4	Minutes of the meeting held on 27 September with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5	Matters arising from those minutes		
6	**From the Chancellor** Election of Chancellor and Pro-Chancellor	To protect the privacy of natural persons	7(a)
7.	**From the Vice-Chancellor**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8.	**From the Finance, Planning and Resources Committee**		
8.1	UC Futures Update - Summary Report - Q3 GOG Report - Rehua Update - CETF Contract Matters - RRSIC Contract Matters	To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(h) 7(f)(i)
8.2	Student First Programme Project Stage Gate Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(f)(i) 7(h)
8.3	Identity Access Management Business Case Update	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(f)(i) 7(h)
8.4	Kirkwood/Dovedale Villages Decommissioning Business Case	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(f)(i) 7(h)
8.5	Building Names	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8.6	UCSA Building Project Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(f)(i) 7(h)
8.7	Financial Forecast Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(f)(i) 7(h)
9.	**From the Audit and Risk Committee**		

9.1	Draft minutes of the Audit and Risk Committee meeting of 16 October 2017	To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(h) 7(f)(i)
9.2	Strategic Risk Register Review	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
9.3	2017/18 Insurance Renewal	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
10.	**Strategic Discussion**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
11.	**Vice-Chancellor Employment Committee**	To protect the privacy of natural persons	7(a)

I also move that the Deputy Registrar, UC Directors and the University Council Co-ordinator be permitted to remain at this meeting because of their knowledge of the various matters being discussed. This knowledge will be of assistance in relation to the matters discussed, and is relevant because of their involvement in the development of the reports to Council on these matters.

11. REPORT FROM THE PUBLIC EXCLUDED SESSION

12. GENERAL BUSINESS

13. NEXT MEETING –Wednesday 29 November 2017

COUNCIL

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Minutes

Date	**Wednesday 27 September 2017**
Time	4.00pm
Venue	Council Chamber, Level 6 Matariki
Present	Dr John Wood (Chancellor), Ms Sue McCormack (Pro-Chancellor), Dr Rod Carr (Vice-Chancellor), Mr James Addington, Mr Peter Ballantyne, Dr Rosemary Banks, Ms Catherine Drayton, Mr Malcolm Peterson Scott, Mr Shayne Te Aika, Mr Steve Wakefield.
Apologies	Professor Roger Nokes, Mr Warren Poh,
In Attendance	Mr Jeff Field, Registrar and University Council Secretary Professor Ian Wright, Deputy Vice-Chancellor Ms Alex Hanlon, Executive Director, Learning Resources Mr Darryn Russell, AVC Māori Mr Bruce White, Deputy Registrar

CONFLICTS OF INTEREST

There were no conflicts of interest advised.

MINUTES

The minutes of the meeting held on 30 August 2017 were approved and signed as a correct record.

MATTERS ARISING

There were no matters arising that were not addressed elsewhere in the agenda.

FROM THE CHANCELLOR

Chancellor's Meetings
The schedule of meetings was provided for information.

Council Work Plan 2017
An updated copy of the Work Plan was tabled and Mr Field noted the changes made. This was a dynamic document that provided information on the upcoming programme of work for Council.

FROM THE VICE-CHANCELLOR

Monthly Report
Dr Carr took his report as read. He then provided an update on a number of matters:

- Despite the imposition of a $100 non-refundable application fee, the applications for accommodation remained very close to the number received in 2016.

- The leases on the Dovedale and Kirkwood Villages would not be extended and the villages would need to be vacated by 30 June 2018.
- The Christchurch City Council would hold the official opening of the Uni-cycleway in the coming weeks. The University would formally unveil the memorial plinth on 22 February 2018.
- Dr Carr had provided formal notification of his intention not to seek reappointment.
- The University's shareholding in Te Tapuae O Rehua would be transferred to Te Rūnanga O Ngāi Tahu at the request of the Iwi.

In the ensuing discussion several points were raised:

- The Chancellor thanked Dr Carr for his letter, which would be shared with Council members.
- UC researchers had considerable success in the MBIE Endeavour Round 2017, reflecting the quality of the research being undertaken.
- As the graduate profile was rolled out, the University was attracting a different type of student. The current students were more engaged in University life as evidenced by the club membership levels, participation rate in the student elections and increasing student participation in external surveys and reviews.
- A labour shortage was highlighted by the announcement from a number of large companies that not all jobs needed a degree. Employers were essentially trying to recruit people to the workforce at a younger age to fill the vacancies.

Moved

That: The Vice Chancellor's Report be received.

Carried

Educational Performance Indicators (EPI)

The EPIs were publicly available through the TEC and purport to measure the effectiveness of the sector in educating students.

Moved

That: The Educational Performance Indicators Report be noted.

Carried

FROM THE FINANCE, PLANNING AND RESOURCES COMMITTEE

The Chair of the Finance, Planning and Resources Committee, (FPRC) Ms Drayton, presented her report from the meeting on 18 September.

Pasifika Strategy Update

Ms Lynn McClelland (Executive Director, Student Services and Communications) and Ms Pauline Luafutu-Simpson (Acting Director – Pasifika) were welcomed to the meeting.

Ms Drayton reminded Council that the strategy had been endorsed by Council and advised that there had been a detailed discussion at FPRC.

In the discussion, the following points emerged:

- The Pacific Development Team (PDT) were making steady progress. The team was stable and the appointment of a Team leader had allowed the Director to focus on the strategy.
- Support from the academic community was stronger than anticipated.
- The PDT members were all recent students and very enthusiastic. PDT staff were also heavily involved in their communities which raised the profile of the University.
- There was a stronger sense of belonging on campus amongst the Pasifika students. This could be further developed with dedicated community spaces and in the longer term, ideally a Pasifika Fale.
- The largest challenge was qualification completion. Although PDT provided a wrap-around support service, incorporating a Pasifika world view in academic programmes was invaluable and it had been observed that students were more likely to succeed where this occurred.
- Younger students were often not well prepared for university study and this is reflected in the statistics. Mature students often had clear goals and tended to enjoy greater success.

Moved

That: Council note the Pasifika Strategy Update Report.

Carried

Ms McClelland and Ms Luafutu-Simpson left the meeting.

FROM THE ACADEMIC BOARD

Professor Wright presented the report from the meeting of the Academic Board noting that:

- The proposed extension of the standard teaching day by one hour had generated significant discussion. A draft timetable was made available on 20 September and a final version would be released on 3 October.
- The extension was required to ensure that adequate teaching spaces would be timetabled for all academic programmes.
- The timetable was built on student programmes of study so it was unlikely that either students or staff would have both an early start and a late finish on the same day.
- The largest classes would continue to be scheduled between 0900 and 1700hrs.
- Further changes were anticipated for the 2019 year but Colleges will have had time to plan and implement the necessary changes.

Moved

That: Council note the Academic Board Report.

Carried

Amendments to the criteria for the Teaching Award were recommended to Council by the Academic Board.
Moved

That: ***Council*** ***approve the amendments to the criteria for the Teaching Awards.***

Carried

PUBLIC EXCLUDED MEETING

Moved

That: the public be excluded from the following parts of the proceedings of this meeting, namely:

Item on Public Excluded Agenda	General Subject Matter	Reason for passing this resolution in relation to each matter	Grounds under section 48(1) for the passing of this resolution
4	Minutes of the meeting held on 26 July 2017 with the public excluded	These items concern matters that were previously dealt with during proceedings of Council from which the public was excluded.	
5	Matters arising from those minutes		
6	**From the Chancellor**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
7. 7.1	**From the Vice-Chancellor** Risk Report	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University. To avoid prejudice to measures protecting the health or safety of members of the public.	7(f)(i) 7(d)
8. 8.1	**From the Finance, Planning and Resources Committee** UC Futures Update - UC Futures Summary - Rehua Update	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.2	Locke and Logie Stage 1 BC	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
8.3	Student First Update	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)
8.4	Financial Forecast Report	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)
9.	**Strategic Discussion**	To enable the free and frank expression of opinions by or between or to members or officers or employees of the University.	7(f)(i)

and that staff identified by the Chancellor and Vice-Chancellor as having knowledge relevant to particular matters to be discussed be permitted to remain at this meeting. This knowledge will be of assistance in relation to the matters discussed, and is relevant because of their involvement in the development of the reports to Council on these matters.

Carried

RETURN TO PUBLIC MEETING

Members returned to public meeting at 6.42pm and confirmed the approval of the Locke and Logie Refurbishment Business Case.
Moved

<u>That</u>: Council:

- ***i) Approve the Stage One Business Case for the refurbishment of the Locke and Logie buildings***
- ***ii) Approve expenditure of $6,221,225, (noting that an additional $973,800 had been previously approved for early works)***
- ***iii) Delegate to the Vice-Chancellor the authority to enter into contracts to deliver the works specified in the Business Case.***

Carried

GENERAL BUSINESS The Chancellor read the email from Dr Carr to Council which advised that he would not seek reappointment when his current term ended on 31 January 2019 and that he would remain responsible for the delivery of strategies and initiatives.

The meeting closed at 6.44 pm

NEXT MEETING The next meeting is scheduled for 4.00pm on Wednesday 25 October 2017.

SIGNED AS A CORRECT RECORD: _____

DATE: _____

Memorandum

Vice-Chancellor's Office
Email: chancellor@canterbury.ac.nz

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	Council Members
From:	Dr John Wood, Chancellor
Date:	19 October 2017
Subject:	**CHANCELLOR'S MEETINGS**

I outline for you the key events I have attended on behalf of UC since the last Council meeting:

- Attended a book launch of Gavin Bishop's latest work
- Dinner with Sir Robert and Susan Lady Stewart
- Attended the UCSA Supreme Club Awards
- Attended UCSA's Blues Awards
- Attended meetings of FPRC, Audit & Risk Committee and VCEC
- Welcomed Sir John Key onto campus
- Attended the opening of the Trading Room by Sir John Key
- Met with Sir John Key along with the PVC Business and Law and the VC
- Participated in an IBA teleconference
- Meet with the Upper Waimakariri Group re high country leases
- VCEC Working Group
- VCEC meeting

J. J. Wood

Dr John Wood
Chancellor

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UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

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1. INTRODUCTION

The end of the 2017 academic year is rapidly approaching. Examinations, marking, graduation and summer school together with research and supervision lie ahead. Gaining Council approval for a number of capital projects, closing out our arrangements for RRSIC Stage 1 and CETF, engaging with prospective and returning students and adopting the 2018 budget will take place between now and the end of the year. While there are challenges at this time of year there are signs that 2018 will see a further recovery in domestic student enrolments and continued growth in our international student numbers along with access to and use of long-awaited facilities. Years of effort by many staff are showing visible signs of a stronger, vibrant university.

2. STRATEGIC MATTERS

2.1 UC Futures

UC has balanced a wide range of risks and issues since the earthquakes, and one of the key clusters of work to address these has been the UC Futures transformation programme. The programme and UC have now moved to a new phase of development. UC is now managing far fewer issues and risks, and within UC, the UC Futures programme is also managing far fewer, mostly relating to the classic challenges of construction in a rebuilding city.

The project teams and a large number of staff have been managing these risks and issues closely and with care. This approach has meant that UC has dodged a few bullets and the construction sites have largely been safe sites. UC uses the Australia and New Zealand standard for risk management as part of its risk management framework and approach. It is fortunate to have a number of specialist experts in risk management among senior managers who are skilled in this important area of management.

2.2 Rutherford Regional Science and Innovation Centre (RRSIC)

Dominion Constructors' work on the von Haast building continues to remove asbestos. The unexpected extent of the asbestos in the building means that the project is likely to be delayed. The contractor has worked with the UC project team to agree a new methodology for the demolition to try to make up some of that time. The new methodology may be noisier and some exams have been moved to avoid disruption.

UC looks forward to the handover of RRSIC Stage 1, the large new science laboratory and learning block, in late October. Although this date will not be the practical completion date, it will mark a significant milestone for UC and the College of Science Those who have had an early look have been impressed by the design and the quality of the build. Health and safety on this site have been well managed and in recent months the number of incidents has reduced to very low numbers.

2.3 Canterbury Engineering the Future (CETF)

The College of Engineering is poised to finally return to a completely rebuilt precinct with some work on hold until the final stages of re-occupation. Repairs to the earthquake damaged and leaky Electrical Link building are nearing completion. The Micro Electronics and Nanofabrication Laboratory staff have been moving in progressively over the month of October - the first group to re-occupy the building. Each floor will be re-occupied progressively over this quarter. There have been some challenges around repairs to this building, with the unforeseen need to replace the roof, as well as a range of issues typical of the repair of multi-storey leaky buildings. The contractor, Dominion Constructors has done a good job and is working with UC to manage delays caused by bad weather. These works are now expected to be complete by the end of October.

The final elements of the construction of the Engineering CORE building are almost complete. Teams have been working behind the scenes to complete technical infrastructure while the building has been occupied by the College and UC community.

2.4 Rehua completion and commissioning

The last tower crane has been removed from the Ilam Campus – the tower crane on the Rehua building site. This is a welcome milestone in the completion of the construction projects and a reduction in health and safety risks on the Ilam Campus. The buildings fit-out has started with painting and floor coverings. Fit-out construction is active on all floors in both buildings. This is being carried out while the external façade work continues.

UC has expressed some concern to the contractor that this project is unlikely to meet its revised deadlines and this has now been confirmed by the contractor. The two Colleges which are scheduled to move into this building are now planning for a later occupation of the buildings in the first quarter of 2018. UC continues to press for the schedule to hold, and for the building to be built to a high quality on a safe site.

2.5 Graduate Attributes

Core Attribute: Critically competent in a core academic discipline of their degree

Learning Objective: Students know and can critically evaluate and, where applicable, apply this knowledge to topics/issues within their majoring subject.

The last quarter of 2017 sees several undergraduate programme reviews being conducted. The LLB degree was reviewed in September and upcoming reviews are underway for the Bachelor of Teaching and Learning (Primary) and the Bachelor of Teaching and Learning (Early Childhood) in October. The final undergraduate degree for review in 2017 is the Bachelor of Sport Coaching. The graduate attributes are considered in each of the reviews in relation to critical competence in the core discipline.

UC academic staff now have a resource to support the introduction of the Graduate Attributes with the introduction of the Graduate Attributes intranet site. The site provides educational design support and model examples of the use of tools to develop and redevelop courses to support the five UC Graduate Attributes. A major milestone will be reported on next month, with UC having reviewed 75% of all its undergraduate degrees as part of our routine quality assurance process but also to check current delivery of the attribute curricula to students. Once the attribute curricula are fully implemented, UC bachelors' degree graduates will be able to provide evidence that they have the four UC specific attributes along with the critical academic competence in their core discipline.

Attribute 1: 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.

A range of activities reflecting the employable, innovative and enterprising attribute is evidenced through the mapping exercise conducted by the Colleges. Common activities reported in the mapping exercise include report writing for an organisation, case studies that focus on finding solutions for specific problems that have social or economic impact and team-focussed problem-solving. In addition to the curriculum, UC students had the opportunity to take part in the Kathmandu 48-hour Social Enterprise Challenge.

Students competed locally before taking part in the national finals competition at UC. Mentors and judges from across industry and social organisations supported the students.

Attribute 2: Biculturally Competent and Confident (BiCC)

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

The BiCC Hui was held on 4 October. Colleges updated their progress with the attributes. Colleges are engaging in a range of activities including further development and review of new required courses that address the BiCC attribute, considerations for enhancing content in existing courses and further ideas for staff development.

Attribute 3: 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.

In addition to student activities, Colleges are mapping existing teaching and learning activities relative to the Engaged with the Community attribute. Examples of activities that reflect this attribute include students interviewing members of a community to understand various impacts of a range of disciplines (e.g. health and health policy, and science) and students engaging in community projects across a range of disciplines.

Attribute 4: 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.

Mapping of the Globally Aware attribute is highlighting ways UC students experience global awareness through the curriculum. In addition to courses where global awareness is the focus, students are engaging in learning activities that involve comparisons of health, political, and environmental systems across the globe, and making connections with students in other countries to reflect on global differences. Students have ongoing access to tutorials through the UC Global Experience hub to prepare for student exchange.

2.6 International Growth Strategy

In September, UC exceeded its full-fee paying international EFTs enrolment targets for 2017. This is a major success for UC which, having recovered to its pre-quake levels, is in the process of growing its international student body after the earthquakes and global financial crisis. UC has an increasing international student body with both New Zealand residents who were born offshore and students who have moved to New Zealand to study. This diversity is reflected in UC's student clubs and societies, with growth in both the size and number of those which have an international focus.

Representatives from the UC Emerging Leaders Development Programme (ELDP) hosted 60 visiting students from Jiangxi in China, involved in a Leadership in Higher Education course run by the College of Education, Health and Human Development. ELDP representatives took the visiting students through an afternoon of activities inspired by Kiwi culture, and were then taught some language skills by the visitors. The ELDP students who attended are either studying Mandarin at UC or have been selected to participate in the International Internship Programme coordinated by Dr Stephen Hardman.

2.7 International Partnerships

September saw a successful visit by 18 students from Oxford University to UC for a three-week course: *Re-imagining the City: Lessons from Christchurch*. This was an opportunity for UC to reciprocate Oxford's generous hospitality following the 2011 earthquakes when a number of UC students studied there for a term.

2.8 Study Abroad and UC Exchange

This month has focused on attendance at recruitment events in the US, as part of the US Fall recruitment season. The focus has been on prospective Study Abroad students for July 2018 and beyond. Fairs and visits have so far been attended at State University of New York (SUNY) Brockport, SUNY Geneseo, SUNY Fredonia, University at Buffalo, (SUNY)Buffalo State University, Case Western Reserve University, The University of North Carolina at Chapel Hill, Florida Atlantic University, Smith College, Mt Holyoke College, Duke University, Pace University, Northeastern University, Wheaton College, Western Kentucky University, The University of Tennessee, Carroll University, University of Massachusetts Amherst, Ithaca College, The University of Vermont, Beloit College and Princeton University, as well as visits with some of UC's key provider partners. Further visits took place in the first week of October and UC will attend the IIE summit on Generation Study Abroad.

On campus, the team has been undertaking promotion and running seminars for Semester Two 2018 outbound exchanges. Application processing is also well under way for incoming Study Abroad and Exchange students for Semester One 2018, and visits have been hosted in September for the University of California exchange programme and GoZealand, a key agent for German Study Abroad.

2.9 Recruitment

In September, international recruitment events (including Education New Zealand, agent and institutional partner events) were attended in Southeast Asia (Singapore, Philippines, and Vietnam), North Asia (PR China, South Korea, and Japan), United Arab Emirates (Dubai), South Asia (India) and Europe (Denmark). The Associate Director of International Growth Strategies also attended the annual EAIE Conference in Seville.

A Paris School of Business Information session was held on campus mid-month for UC students interested in the January 2018 intake. Key Student Services and Communications (SSAC) staff attended an Immigration NZ interview hosted by Gravitas Research, to share UC's challenges, opportunities, experiences and perspectives. A business development meeting was attended by ENZ and key UC staff.

2.10 Pre-assessment

It is a busy time for the Admissions team with enrolment opening on 3 October. New admissions processing reports have made it easier to see the status of applications and how long they have been in the pipeline, which allows greater ability to turn applications around quickly, resulting in faster processing times. Admission team members are continuing to work closely with the Easy Enrolments/Student First team to sort out letter issues before the new components go live in late October.

Team members attended NARIC (the national agency for the recognition and comparison of international qualifications and skills) training in Auckland. This covered new updates on *Education in English-speaking Africa* and *Education in India, Pakistan and Bangladesh*.

The second cohort of Christchurch College of English Language (CCEL) students has graduated. They were presented with offer letters at a ceremony held in the Stewart Room on 22 September. There were 20 students, 14 of whom were accepted into the Executive Development Programmes' (EDP) October intake.

Navitas, the operator of UCIC, confirmed its acquisition of CCEL, the Christchurch College of English Language, and announced the retirement in mid-2018 of its founder and managing director Dr John Wood QSO.

3. CHALLENGE

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

3.1 Marketing

Social media activity continues to be high with good engagement across Facebook, Instagram and Twitter. Student 'takeovers', promotions on spring and with student clubs have driven growth. The Online WCMS phase III project continues with the College of Business and Law sites being launched. Google AdWords has experienced good growth as have video views and banner advertising response. Total online results (clicks, likes and video views) are up 76% year-on-year.

A Mature Market campaign utilising newspaper and online marketing in the local catchment area has been completed which resulted in 5,000 clicks. An accommodation online campaign has been completed, resulting in 3,000 clicks. Campaigns are in market for Summer School, College of Arts and the School of Law.

Development of specific 'brand stories' for the College of Education, Health and Human Development College of Education, Health and Human Development, the College of Engineering and the School of Law is under way. This has involved interviews with students, staff and alumni. A suite of videos will be implemented progressively over the year – the College of Science and the School of Business have been completed.

The *2018 Postgraduate Prospectus* and *2018 Guide to Enrolment* have been printed.

3.2 Liaison

Liaison hosted a workshop with Careers Advisors from ten priority schools in Canterbury to seek input to planning the 2018 outreach and recruitment events calendar. College Outreach Co-ordinators also attended, with useful insights gained from the discussions – particularly the importance of timing key outreach activity to influence subject choices early in Year 11.

Liaison saw 78 prospective students for one-on-one course advice/intro information on site. Calls were made to 400 students on the Customer Relationship Management (CRM) system, to follow up on students outside of Christchurch and remind them to complete their accommodation applications.

3.3 Admissions

Enrolment opened on 3 October, and applications are coming through for 2018 entry. The development of new operational reports has made it easier to see where applications are sitting, enabling faster processing times.

3.4 Enrolment

Enrolments and the Helpdesk have been relatively quiet over the last month, leaving time for some of our team to complete training, to participate in 'Spring into Action' wellness month events, and meet with other teams across campus to discuss how we can work together more effectively.

We met with the Student Care team to discuss the Students Online visa application process, applications made directly to Immigration New Zealand, New Zealand Aid students and the Section 61 process. By clarifying each process and its requirements, we have identified how the each team can assist students, and also work together in specific situations.

We have been working with the Executive Development Programme (EDP) team in preparing for the new cohort of students enrolling from 5 October. EDP staff are meeting with each student prior to their completing enrolment. They plan to have address details updated and courses added and approved, which should make the enrolment process straightforward.

The Enrolments team and the College of Education, Health and Human Development are working together to manage the vetting process and overseas police certificates. We are also working on ideas and suggestions made by the CANTEACH agent, to see how we can improve the enrolment experience of our 2018 CANTEACH students.

3.5 Scholarships

Scholarships targeting domestic school leavers were processed and offers were sent to students in the first week of October much earlier than in previous years. Scholarship offers have been aligned with accommodation offer timeframes giving students certainty around the outcome of their scholarship application as they confirm their accommodation offer. There are 401 awards available from this batch of 23 scholarships.

Applications for scholarships for postgraduate study have opened and there are 67 scholarships funded by UC or donors available for application by 30 November. Plans and resources are in place to process these scholarships within shorter timeframes than past years in order to support student recruitment into postgraduate study.

3.6 Accommodation

Accommodation applications closed 30 September with the team working to make sure late applications were sent to the halls for selection. The introduction of the application fee has not markedly reduced the number of applications – with 1,683 applications, only 71 less than 2016.

Early indications are that all catered halls will be full with first year students and self-catered numbers have increased across all cohorts.

159 Go Canterbury scholarships have been awarded to students from Auckland and Wellington, with offers timed to go out together with the accommodation offer. This will help students to accept the offers more quickly and give more certainty around numbers.

Hall tours started for 2019 prospective students from mid-October.

3.7 Contact Centre and Shared Services

The Contact Centre is now fully staffed for the enrolments period, with the training of four new casual team members completed in September.

The Student First Easy Enrolments pilot for the College of Education, Health and Human Development has been very successful, with the Contact Centre receiving minimal enquiries.

3.8 Student Success

3.8.1 The Disability Resource Service

Currently 611 students are registered with the Disability Resource Service (DRS) and are engaged with their Advisors and staff from the Alternative Format Centre to access support assisting them in their chosen field of academic studies. Record numbers of students have requested support from the service this year.

This compares to 565 students who had registered with the service at the completion of the 2016 academic year, an increase of 8.1%. This number will continue to increase over the term.

DRS supports students in about 180 courses of study across all fields of study. DRS staff continue to support students with academic support for departmental tests and are gearing up for end-of-year exams.

3.8.2 Student Care

During September, Student Care had a total of 366 student engagements. 178 of these were new student engagements. In addition to this the team managed:

- ongoing staff enquiries about particular students needing guidance/advice
- prospective enquiries – two to three enquiries per week each from prospective (mostly international) students for information. The students were re-directed to the right service if necessary
- a Business School outreach to 38 domestic and 18 international students
- four critical incidents. Student Care supported the students involved and liaised with services on campus and in the community to manage these situations. The themes of these involved mental health, threats to other students' safety, assault and harassment
- negotiating further social work student fieldwork placement involvement for 2018 with the Social Work department (Semesters one and two, 14 week placement).

During September, members of the Student Care team attended the workshop supporting the Rainbow Community in Tertiary Education and the Islam Faith workshop. Staff also attended the *In Our Own Words* report presentation by the New Zealand University Student Association/Thursdays in Black. This highlighted some of the key findings of a recent online survey on tertiary students on sexual violence and harassment. Student Care staff were available during this time to support anyone triggered by the information presented.

The team also attended Lifekeepers National Suicide Prevention training.

Student Care supported UC staff to enhance skills and confidence in identifying and responding to the needs of students with the development of the *Support Students in Distress Guide* and delivering Psychological First Aid training workshops.

3.8.3 Student Experience

Research Student Orientation

Fifteen students attended the September PhD and Masters by Research Student Orientation. All were international students representing eleven different countries including Canada, China, India, Iran, Malaysia, Pakistan, Poland, South Korea, Sri Lanka, United Kingdom and the United States. Additionally, all fifteen are enrolled at a PhD level and rated their experience of the session favourably.

Emerging Leaders Development Programme

Representatives from the Emerging Leaders Development Program (ELDP) hosted 60 visiting students from Jiangxi in China.

The year-long ELDP includes a service learning component focused on learning about leadership through service. This year 90 students worked on nine different service projects including tutoring in Hornby High School and supporting 0800HUNGRY. Some ELDP recipients attended Rotary meetings and one student contributed over 150 service hours to Rotary. The projects wrapped up in September to shift students' focus to final academic assessments.

3.9 Pacific Development (PDT)

3.9.1 Outreach

PDT worked with Education Plus to spend time with around 40 Year 11, 12 and 13 Tongan students doing their Tongan language examinations at UC. PDT provided advice for students intending on attending UC next year, and also promoted up and coming UC events for secondary school students.

PDT worked with Te Pūtairiki who were travelling to West Coast secondary schools to deliver workshops to potential UC students and created the materials and programme that Te Pūtairiki used to engage with around 60 students.

3.9.2 Retention

During the UC holidays advisors used this as a chance to follow up with all Pasifika students who underwent Academic Progress Review, as well as working with the Colleges to follow up on Pasifika students who had fallen behind in study.

3.9.3 UC Pasifika Strategy

Report on the UC Pasifika Strategy: the goals of the UC Pasifika strategy have been comprehensively reported against and provided to the Vice-Chancellor, SMT and Council. Positive feedback has been received and will be used to inform next steps.

Pacific Peoples Advisory Committee (PPAC): the external Pacific Peoples Advisory Committee (PPAC), had a good turn out last month. The group reviewed and accepted the revised terms of reference. A lively discussion around retention issues, scholarships and a new AKO proposal was both rigorous and useful.

Pacific Advisory Strategy Group (PaSAG): the internal Pacific Advisory Strategy Group (PaSAG) also met last month and reviewed its terms of reference. The group is looking at how we can harness the skills set of Pasifika academics and /or PhD students for use on Pasifika panels when Colleges are reviewing their courses and programmes to include Pasifika input into content. More collaboration with College Deans is needed to progress this.

The Ako Research Project: the AKO research project *Implementation of a Pasifika Resource Kit* has been a powerful ally in progressing the UC Pasifika strategy. The Acting Director – Project Lead and Kaiārahi Pasifika – Project Coordinator have been in demand in unpacking this resource kit for staff at UC and disseminating this further outside of UC in both Wellington and recently in Auckland at the Pacific Tertiary Forum. They have also gratefully received a Vice-Chancellor award for costs to be able to facilitate a one-hour workshop at the International Education Association (ISANA) and Australia and New Zealand Student Services Association (ANZSSA) annual two-day conference in the Gold Coast (4–8 December 2017). The conference theme is 'Widening Perspectives of Student Success'.

The Pacific Tertiary Forum held recently in Auckland provided an opportunity for Tertiary institutions and organisations to network and share ways in which they are working to improve retention and completion rates for Pasifika learners. The Tertiary Education Commission's CEO Tim Fowler spoke in depth about what Georgia State University has been doing to improve completion and achievement rates for their African American and Hispanic students.

3.10 Student Experience

3.10.1 UC RecCentre

Visits and memberships

The third quarter has seen 83,656 turnstile visits, for a year-to-date total of 221, 547. As of 30 September, there were about 7,914 members, of which 93% are UC students.

3.11 UC Sport

UC finished the year as the top South Island institution and fifth overall at the University and Tertiary Sport New Zealand championship. Recent results include:

- UC Falcons Basketball (Men) beat Lincoln University in the National championship final to gain a first official title. UC Falcons Basketball (Women's) placed seventh. UC Falcons Netball team placed seventh in its tournament in Auckland.
- UC Sport recently supported the Scholarship team and ELDP, making selections for 2018 recipients from a pool of 324 sport applicants. Discussions are under way on how the team can support these students to further to enhance their experience within the ELDP programme and their overall experience at UC.
- The team attended the annual showcase held by the School of Health Sciences and outlined the opportunities and learnings available to about 30 UC students via our sport internship programme.

4. CONCENTRATE

Enhance research and creative work in chosen areas of endeavor; 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 Deputy Vice-Chancellor

4.1.1 Academic Services

The major activities for Academic Services this last month have been two major surveying activities: UC Postgraduate Student Experience Survey (UCPEQ) and the Graduate Destination Survey (GDS). UCPEQ is conducted every two-to-three years and we had a positive response rate of 55%. Analysis of the UCPEQ is now taking place. The GDS is an annual survey and is central to understanding the graduate experience and employability, and also central for data collection for our quality assurance processes used in programme reviews and engagement with the UC Graduate Attributes.

The group also engaged recently with three workshops organised by the Academic Quality Agency (AQA) and Universities New Zealand (UNZ) on the student voice in quality assurance, the annual AQA workshop, and CUAP processes. In 2018, CUAP will be introducing a more streamlined approach to programme approvals. The group are also in discussion on the form and processes for the Cycle 6 Academic Audit, but it has been agreed that Cycle 6 Academic Audit will include a sector wide "Enhancement Theme" on Māori and Pasifika tertiary education. UC's AVC Māori and AVC Academic (Acting) are developing a UC working group that will scope and enact a work programme to improve aspects of Māori and Pasifika tertiary education that are of particular importance to UC.

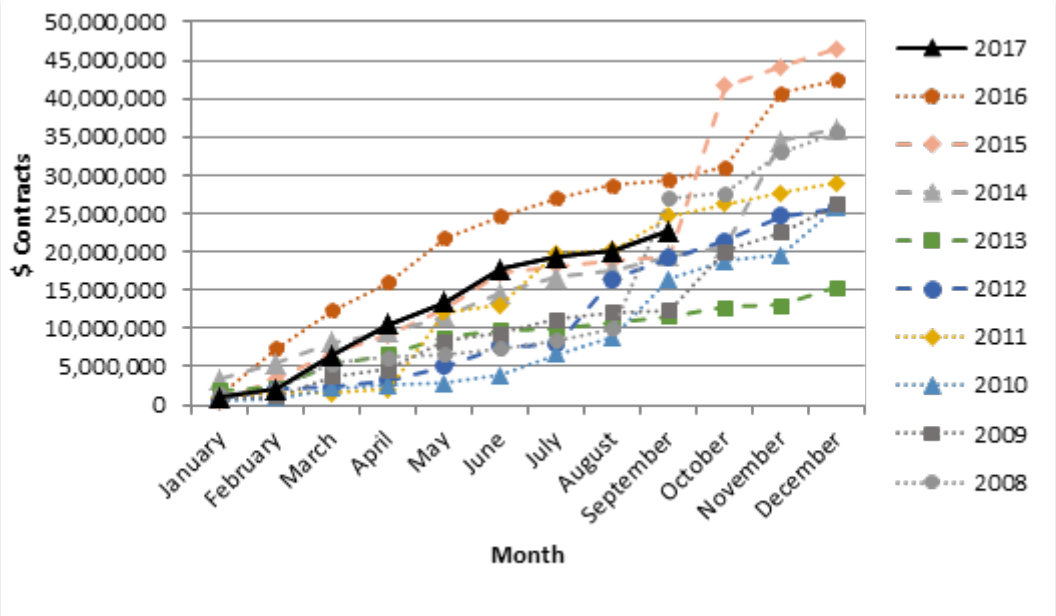
4.1.2 Timetabling

The Timetabling Unit successfully released the 2018 Timetable to staff and students on 3 October to coincide with the opening of enrolments. The Unit underwent a robust draft period with consultation from all departments to ensure an optimal timetable for both staff and students. The production of the timetable requires a lot of time and effort across the university, and is a joint effort across schools, departments, Learning Resources and the team itself. The timetable included the extension of core teaching hours starting at 8am and finishing at 6pm, with ultimately about 5% of timetabled instances of teaching now occurring outside of the previous 9am to 5pm core hours. The greatest teaching space needed outside of 9am to 5pm is for large lecture theatres of >200 capacity. In 2018 we add the Warehouse Lecture Theatre and in 2019 we add access to the Ngaio Marsh Theatre under an arrangement proposed with UCSA.

The university remains committed to maximising teaching between 9 am and 5 pm where possible. The team also released the summer school 2017-2018 timetable at the same time, which should result in more certainty for UC students when considering summer school enrolments.

4.1.3 Research Funding

Research & Innovation (R&I) continues to manage and report on a significant portfolio of contracted research currently comprising 382 research contracts, worth a total value of $131.1 million. In 2017 year to date, 160 contracts worth a total value of $22.8 million have been executed, and 44 contracts worth at least $15.2 million are in the process of being executed. UC holds 57 National Science Challenges contracts worth $21.5 million and 43 CoRE contracts worth $27.1 million, with seven NSC/CoRE contracts being processed worth $60,000 pending.



UC has been successful in the recent Rutherford Discovery Fellowships process, with Dr Katurji (College of Science) being awarded a five-year fellowship to research atmospheric boundary layer meteorology that aims to study how the lower atmosphere interacts with Earth's surfaces. Dr Katurji's research revolves around measuring, modelling, simulating and analysing surface-atmospheric energy and moisture flux that control Earth's microclimates. Two other UC applicants got to the final interview stage of the process. An estimated $15 million of research contracts have been awarded but remain to be contracted which will support the annual uplift in reported research contracts in the fourth quarter of the year.

4.1.4 Research Development

UC continues to seek ways to address the relatively low proportion of total income it receives from external sources to fund research (about half the New Zealand university average). The current redraft of position descriptions for academic staff has sought to include a requirement for staff to seek external research grants to support their research effort. External research funding not only brings resources to the University but, in many cases, validates the quality, relevance and impact of the research being undertaken. To the extent academic staff are expected to spend 40% to 50% of their time on teaching and teaching related activities, and in aggregate PBRF funding covers only a third of the cost of academic salaries (no allowance for overheads), there remains a significant cross subsidy from teaching into research at the aggregate University level.

4.1.5 Research Infrastructure

Discussions within UC and across the entire New Zealand university sector, continue around the possible future form of REANNZ, with two assessments being undertaken around the technical and commercial need given the evolution of New Zealand and international telecommunications markets. UC is characterised as a "low but lumpy" user with relatively low rates of international research data transfer but occasionally large datasets are exchanged with international collaborators. REANNZ is essentially a federated club and it is likely that if one or two members withdrew, then the whole entity would be at risk. UC will need to take a position in the coming months as a new membership period is negotiated starting mid-2018.

New Zealand eScience Infrastructure (NeSI) has recently been externally reviewed for its governance and technical effectiveness. The review can be found at this link:

http://www.nesi.org.nz/sites/default/files/media/NeSI%20evaluation_summary%20report_final%2011%2008%202017_0.pdf.

UC withdrew from NeSI in 2016, and is establishing its own internal mid-sized computing capacity. For the moment it continues to have access to the "merit-que" for NeSI resources, though this is clearly a topic of re-development in the review.

4.1.6 Research Reputation

A review of the metrics that drive UC's QS rankings is near completion and will be reported back to the Senior Management Team (SMT) and Academic Board in the near future. The review will propose an action plan across the university plan to improve UC's QS ranking.

4.1.7 Postgraduate research

Postgraduate research student numbers have increased slightly in September with current PhD numbers at 1,089 and masters research thesis student numbers at 658.

Highlights for the month include:

- 22 new PhD students enrolled in September, 16 international and six domestic
- the mid-year Masters and PhD Scholarship round has been finalised
- Some significant policy and guideline regulations are being worked on, including a new Editing and Proof-reading Policy for postgraduate research students. Currently no policy exists on this issue and concerns have been raised about students employing professional editors for producing original bodies of work
- Planning is well under way for Spring GradFest, 30 October – 3 November which will include about 30 seminars, talks and workshops for postgraduate research students.

4.1.8 Innovation

The 2017 Tech Jumpstart Awards were held on 5 October, with five entries each being awarded $20,000, out of a total 17 entries. This annual UC competition aims to encourage UC researchers to develop new ideas and technologies which are specifically designed to be readily transferred into the marketplace. The scheme has now been run for five years and has resulted in 72 new Invention Disclosures, 25 projects having received pre-seed funding, and there have been two company start-ups.

Currently UC works closely with the three Callaghan-Institute-Funded Technology Incubators operating in New Zealand. One of these, Powerhouse Investments Ltd (PVL) is undergoing a phase of consolidation following a write down of its assets in three of its start-up companies. UC has no equity in PVL having previously sold its equity earlier in the year. PVL has a new CEO and is currently restructuring its operations. It is currently unclear what effect this will have on its portfolio of over 20 start-up companies. Eight of these companies are based upon technologies developed by UC academics. The situation is being monitored by the R&I Commercial Director.

4.2 Office of the AVC Maori

4.2.1 Graduate Pillar – BICC

The BICC hui on Wednesday 4 October had a very useful and thoughtful discussion on the BICC Pillar and attribute in relation to masters and postgraduate programmes. Marketing of the BICC pillar of the graduate profile was also discussed, with the conclusion that this should be promoted at Open Days and via Liaison and College student advisors. The final BICC hui for 2017 will be held in November.

4.2.2 Te Tari o te Amokapua Māori - Office of the AVC Māori

The major change in the last month is Darryn Russell's secondment to the role of Acting Executive Director, Learning Resources, for the period of November 2017 to March 2018 inclusive, while Alex Hanlon is on leave. Darryn has been working in Learning Resources with Alex and her team since late September. Liz Brown has accepted the role of Acting Assistant Vice-Chancellor Māori for this period.

Our 2018 Operational Plan was approved by SMT and our team are now using this for detailed planning for 2018.

4.2.3 Tangata Tū, Tangata Ora staff professional development programme

As there is significant demand for this programme and a long waiting list, another general session has been scheduled in November 2017. The 2018 dates for Tangata Tū, Tangata Ora have been organised and sent to Learning and Development. The 2018 dates include general and tailored sessions.

The new staff professional development course Culturally Responsive Pedagogies was held again on 26 September, with positive comments received from participants, who were mostly academic staff.

4.2.4 Te Ohu Reo

Mary Boyce, Jeanine Tamati-Elliffe and Lisa Beardsley have been working with the SharePoint consultants on a database and process tool for handling Te Ohu Reo requests. This work will be completed in October and will provide an improved way of managing, tracking and completing requests. Requests continue to arrive in quantity despite term breaks, school holidays or other events. It is pleasing to note that the majority of requests are now arriving via the online form.

4.2.5 Kaiārahi Colleges

The Kaiārahi are continuing their mahi with colleges and are teaching into a number of programmes. Following our 2018 planning hui earlier this year, the Kaiārahi responsibilities have been changed as follows:

- College of Arts – Kaiārahi Māori: Jeanine Tamati-Elliffe. Jeanine will also work with the College of Education, Health and Human Development's School of Health Sciences, Sport and Physical Education and will work with the College of Engineering on the Product Design mahi.

- College of Business and Law – Kaiārahi Māori: Abby Suszko, who continues to work with the College of Engineering (other than Product Design).

- College of Education, Health and Human Development – Liz Brown will focus on Teacher Education while Jeanine Tamati-Elliffe will work with Health Sciences, Sport and Physical Education.

- College of Engineering – Abby Suszko and Jeanine Tamati-Elliffe (as noted above).

- College of Science – Kaiārahi Māori: Mary Boyce.

4.2.6 SharePoint

SharePoint training has taken place and our sites are now live. We will carry out some additional training and site upgrading before the end of the year.

4.2.7 Te Ratonga Ākonga Māori - Māori Student Development Team (MDT)

We now have 1,201 Māori students enrolled at UC, which is significantly above pre-earthquake numbers and a record for UC.

As pre-enrolment has now opened, MDT are receiving enquiries and visits from prospective students. On 31 October, phone calling starts to contact all pre-enrolled students to make appointments for them to visit UC with their whānau, meet the Māori Student Development Team and discuss their ideas and aspirations for undergraduate study.

The Celebration for Māori students will be held in the Engineering Core in December 2017 as the numbers of students, their whānau and staff participating are too large for the Jack Mann auditorium.

Te Toi Tauira 2017 was held at Ara during late September, with colleagues from the Māori Student Development Team facilitating workshops over three days. Participants attended from Te Tapuae o Rehua, universities and polytechnics from around Aotearoa. Mary Boyce presented on UC's bicultural framework in the pecha kucha-style session.

4.2.8 Māori Outreach and Recruitment

The Outreach and Recruitment Advisor continues to carry out detailed planning with Liaison colleagues for 2018, as well as for tailored programmes for Māori students in 2018. This involves course planning. Relationships with local high schools continue to develop positively and collaboratively. The advisor was also involved in He Puna Pūtaiao to support the College of Science's relationship with Lincoln, Cashmere, Linwood and Burnside High schools. Cathedral College hosted rangatahi from Linwood, Shirley Boys, Marion, Mairehau, Haeata, Avonside Girls High Schools at Te Ara Raukura Reconnect, where each school presented initiatives for Māori leadership which had been implemented in their schools. This was a great opportunity to strengthen relationships with the 100-plus students attending.

5. CONNECT

Engagement Data
Intercom
Insider's Guide (student newsletter)
Twitter
Stakeholder Newsletter

5.1 Project Communications

Funding has been obtained from the JOAB vibrant campus fund to commission Pacific artist Mana Tatafu to create a series of Pasifika artworks and accompanying stories that express the many different Pacific cultures. A wide range of applications is envisaged for this work.

A short video is in production to help socialise the cultural narrative across campus. The same artist who created Te Ara Pourewa o Ngāi Tahu is being commissioned to produce the video. Again, a wide range of applications is envisaged.

An induction video is being produced for sub-contractors who will work on the UCSA site. The purpose of the video is to help sub-contractors understand who the building is for, how it will be used and to build morale on site.

Case studies are being produced to support the Alumni Bequest programme communications.

5.2 Media

September coverage of UC-related topics was overwhelmingly positive, many sparked proactively. Both September UC Connect public lectures were well attended and tapped into pre-election discussions about the state of journalism and how to resolve the pollution of Canterbury's waterways. A major research paper into China's soft-power campaign in New Zealand by Anne-Marie Brady sparked wide media coverage, including in Australia. Bronwyn Hayward commented on the upcoming general election and took three young researchers to England to examine global sustainability issues. National politics came to UC in various ways – involving political debates, the UCSA club QCanterbury, and a Labour rally in the Undercroft. Angus Macfarlane discussed the origins of the hongi, and Vice-Chancellor Dr Rod Carr discussed student numbers in Canterbury.

An analysis of coverage produced in September (Broadcast, Internet, Print) found 604 items. This coverage reached a cumulative audience of 11,327,388 and had an advertising space rate of $2,472,031.

5.3 External Engagement

There were two well-attended UC Connect public lectures in September: *Why good journalism matters more than ever* featured a panel of New Zealand’s journalism leaders: Mark Jennings, Paul Thompson, and Joanna Norris, hosted by UC Journalism lecturer Dr Tara Ross; and *New Zealand's rivers: Can we learn from history?* by CUP author Dr Catherine Knight (sponsored by IPENZ Rivers Group and Canterbury Regional Stormwater Group).

5.4 Stakeholder Relations

There has been an increase in complaints about student behaviour in Ilam and Riccarton neighbourhoods as the weather warms up. The Community Meeting on 2 October was well attended and residents’ issues around student behaviour, parking and the upcoming Tea Party events were discussed.

5.5 Events and Partnerships

Over 300 prospective postgraduate students attended the Postgraduate Info Evening on 20 September in the Engineering Core – a 60% increase from attendance in 2016. The evening included information sessions and an expo area and catered for current UC students as well as external people interested in finding more about postgraduate study options at UC in 2018.

The UC Connect public lecture series concluded in October. The series attracted a total audience of around 2,500. The UC Connect public lecture series offers the community the opportunity to attend topical, interesting, educational lectures on a range of topics given by experts in their fields.

UC has again committed to partnering with the Student Volunteer Army and agreement discussions are progressing.

Planning is under way for: Chancellor's Dinner and CETF opening, UC Bound, Year 10 Ekea! and the end of year Careers Advisors' breakfast. The 2018 Events calendar is set and planning has commenced for Orientation Day, Careers Fairs, and the RRSIC and Commemorative Pathway openings.

5.6 Alumni and UC Foundation

5.6.1 UC Foundation

	Income	Distribution
2016 Year End	$8.6m	$4.1m
2017 Target	$9.5m	$4.5m
2017 YTD	$6.4m	$7.1m
Total since 2001	$72.1m	$39.3m

	Donors	Gifts
2001 to date	7,525	24,265
2017 to date	657	1177

5.6.2 UCFA (US)

The October Board Meeting and alumni and donor visits in LA, San Francisco and New York went according to plan.

5.6.3 NZ Trust (UK)

Preparations for visit by UK donor. UK Fundraiser visits with seven alumni.

5.6.4 Fundraising

Disbursements continue to be high for 2017 with the mop-up of funds spent but not drawn in previous years. Input into Price Waterhouse Coopers audit review of processes and procedures continued, with the associated report expected in October. Bradley Nuttall feedback on SIPO and investment processes recommended a custodian. Development of a Legacy Programme for launch early in 2018 is ongoing.

The Foundation is also reviewing Philanthropic Bondholders whose investment matures in 2019 for any opportunity for fundraising. It is also working with the College of Business and Law on sponsorship opportunities for the Trading Room and providing input to the opening event.

2018 strategy discussions have been held with the Development Steering Group to identify funding priorities for UC and with Trustees. Ballantynes, Rochester and Rutherford and Grant Samuel all took Bronze sponsorship ($15k) of the UCSA building. Lotteries and Rata applications have made it through to the second round with UCSA support.

5.6.5 Stewardship

The Annual Report for 2016 has been completed with positive feedback from recipients. The team also met with Engineering academics and donors to develop the Park and Paulay stewardship of donors and raise additional funds for the awards. The Vice-Chancellor's Office and Alumni and UC Foundation hosted lunch with Dr Robin Mann to acknowledge all his support for UC with the 'Chemistry Old Guys and Gals Society' (15) at the Arts Centre, assisted by the Arts Centre.

5.6.6 Alumni

A visit to the Mt John Observatory took place with perfect night skies, well supported as always by the Astronomy team. Preparations for US alumni meetings and events, 30 Year and 50 Year reunions are being progressed.

Also progressing is an Alumni Heroes' marketing campaign of 30 graduates to be profiled to raise awareness of UC. The import of April graduates into the Raisers Edge database has been completed and data provided for the Graduate Destination Survey. The team is also investigating the use of the latest version of Raisers Edge, which offers added functionality.

6. ENABLERS

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

6.1 Staff Matters

The new UC People system is now available for use by staff and Heads/Managers. This is the result of a successful $1.8 million upgrade project that delivered on time and within budget, so thank you to all concerned.

The system can now be used on mobile devices to carry out regular activities such as updating personal details, viewing payslips, applying for and approving leave, and populating and approving timesheets. These can be done via a "bookmark" that can be set up on staff's mobile device.

Student and staff wellbeing is a priority for our UC community. Mental Health Awareness Week from 9 to 15 October encouraged us to focus on wellbeing. SMT hosted a BBQ to recognise World Mental Health Day on Tuesday 10 October.

6.2 Health and Safety

It has been pleasing to hear about a number of recent initiatives from academic staff to promote health and wellbeing for students and others. Three examples are the Five-minute Secrets to Success programme developed by Dr Pieter Pelser of the School of Biological Sciences, the Student Wellbeing Plan developed by the School of Law, and the All Right? Amble programme developed by Tracy Clelland and students from the School of Sport and Physical Education.

6.3 Infrastructure

This month we are seeking to progress the close out of the contract with Fletchers for RRSIC stage 1 construction, confirm financial arrangements with Hawkins re CETF, close out the Tribal SITS Vision support contract and exit or mitigate the costs of the Waitakari Village lease.

7. Financial Outcomes: (Management Accounts to 30 September 2017)

September 2017	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	264,342	263,800	*542*	351,050	357,952	*6,902*
Total Operating Expenditure	258,733	268,737	*10,004*	360,170	360,599	*(429)*
Net Surplus/(Deficit)	**5,609**	**(4,937)**	***10,546***	**(9,120)**	**(2,647)**	***6,473***
Net Surplus/(Deficit) as a % of Total Operating Income	2.1%	(1.9%)		(2.6%)	(0.7%)	
Capital Expenditure	**135,708**	**181,018**	***45,310***	**205,980**	**180,000**	***25,980***
Cash/ Short Term Investments/ Short Term Government Stock	**283,427**	**162,123**	***121,304***	**138,268**	**234,352**	***96,084***
Working Capital	**203,230**	**105,394**	***97,836***	**107,074**	**180,278**	***73,204***

* 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 September 2017. This overall favourable position is due mainly to favourable variances in research external income and interest income. This has been partially offset with unfavourable variances to budget in tuition fees and Government grants. Actual Total Operating Expenditure is favourable to budget. This favourable variance relates to operating expenses, depreciation and total personnel expenses. At least $5.861 million of this variance relates to reduced building depreciation due to capital programme delays.

We had been budgeting for an operating **deficit** as at the end of September 2017 of ($4.937) million, but have returned an operating surplus of $5.609 million. This is a favourable variance to budget of $10.546 million.

The full year forecast shows some deterioration (by $4 million) in this year to date ahead of budget position with a forecast full year deficit of $2.7 million compared to a full year budget deficit of $9.1 million.

Capital expenditure is currently $45.310 million below budget. $104.185 million of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year to date budget of $131.032 million. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by $18.463 million. While UC Futures projects are expected to complete by 31 December, other projects are being delayed and the forecast capital expenditure for the year was reduced to $180.000 million in the July forecast.

7.1 Cash Flow

The September 2017 cash position of $283.427 million is higher than budget by $121.304 million due largely to higher than expected balances at 31 December 2016, maturing term deposits, and failure to meet budgeted capital expenditure expectations. We are holding adequate short term cash reserves to meet expected capital costs for all mainstream projects.

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

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

There are no specific additional MOE covenants, but the Funding Agreement with the Government sets out certain financial targets to be reported to the Governance Oversight Group (GOG) appointed under the Funding Agreement. The University's achievement for 2016 was within the ranges set.

7.2 Working Capital

Working capital[1] of $203.230 million at 30 September 2017 is $97.836 million more than budget, mostly due to the higher cash balance explained above partially offset by lower other current assets.

8. COLLEGE SUMMARIES

8.1 College of Arts (Te Rāngai Toi Tangata)

The College is pressing ahead with its review of the BA, with a working group formed under Dean Alison Griffith. Alongside this we are initiating a review of our honours and masters programmes to ensure that the two are aligned, and as part of the due revision of the 2015 Postgraduate Strategy. A possible new Bachelor of Communications degree is at the drafting stage, along with consultation and market research. Our co-delivery arrangement of Russian and German language with the University of Auckland is coming to the end of its trial period, and along with a number of staff retirements and the recent review of the Chinese programme, this is providing us with an opportunity to look at ways of best supporting the delivery of languages in the department of Global, Cultural, and Language Studies.

Recently the Pro-Vice-Chancellor and members of the academic team in the College office attended a pōwhiri at the Rehua marae, where they were welcomed by staff and students of the Masters of Māori and Indigenous Leadership (MMIL) degree, and learned about the impressive range of projects in which they are engaged. The Pro-Vice-Chancellor also presented prizes to the winners of the JSANZ Tertiary Japanese Language Speech Contest where, for the first time in its history, both first and second place awards went to students from the same university – in this case Japanese language students from UC. One of many highlights at UC Arts (our city-centre location at the Arts Centre) was the 'Night at the Museum' event organised by Classoc: a race to conquer the Alexander Puzzle. More examples of the wide range of scholarly and cultural activities undertaken by the College are listed in our weekly newsletter, Arts Update, available at the following link: http://www.canterbury.ac.nz/arts/arts-news/archive/arts-update/

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

UC Trading Room: The Right Honourable Sir John Key, former Prime Minister and UC alumnus (Bachelor of Commerce), formally opened the UC Business School's new Trading Room on Monday 16 October. The Trading Room simulates a real-world financial trading environment, enabling business and finance students to develop hands-on financial trading skills and to become familiar with the digital technology used in the industry.

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

It is not only UC students who will benefit from this new facility. The School is keen for this facility to be a resource for increasing understanding among the wider community about financial planning and financial investment schemes such as Kiwisaver. The Trading room will also be used to host high school outreach activities and as a resource for industry partners.

UC Executive Development Programmes welcomed 74 new students into the October intake for its masters degree programmes. The cohort includes 62 international students from ten different nationalities. The EDP piloted a new pre-arrival orientation programme for these students, with students receiving (via Hobsons) emails and videos outlining academic expectations and directing students to key sources of information, support and interest within UC and Christchurch. This initiative was much appreciated by the students, who as a result, were all able to enrol easily on arrival and focus on the academic and social orientation activities.

UCE Summer Startup Programme: 25 students have been selected to join the UCE Summer Startup Programme for 2017-18. The Summer Startup Programme is an opportunity for students to fast-track their ventures (business or social enterprise) by working on them full-time over ten weeks. Additionally, UCE is pleased to announce that our Entrepreneur in Residence for the Programme is Graham Dockrill, Director of Citrus Tree Consultants. Amongst other things, Graham is a founder and investor of hi-tech startups, including founding Hairy Lemon Web Solutions. The Launch for our Summer Startup Programme will be held at EY on Tuesday 24 October from 5pm - 7pm. If you would like to attend, please email Daniel.Chan@canterbury.ac.nz

Entré $85k Challenge 2017 Awards Presentations evening was held at The Piano on Tuesday 10 October. The overall winner, selected from the 11 finalists, was Zoe Haws, founder of Talk Town Ltd, an online game designed to help deaf children improve their self-advocacy and communication skills and to engage with their hearing classmates. Second place went to Josie Milton and Isabelle Smith, founders of The Monthly Club, a social enterprise delivering organic tampons 'to your door' through an online subscription service. With every order sent, the enterprise donates a box of tampons to disadvantaged girls and women via its charitable partner Aviva. Third place went to Jacob Bignell, founder of Eden Orchard a family business producing pure, sweet cherry juice with no added sugars, colours, flavours or preservatives.

8.3 College of Engineering (Te Rāngai Pūkaha)

In 2018, we will be trialling a new support system for our Intermediate students, and to support this, Professor Philippa Martin will take up a new part time position entitled College of Engineering Dean (Intermediate). Since this announcement was made to College staff, we have made considerable progress with a new student mentoring scheme. We have asked current Intermediate students if they would be interested in being mentors next year to the new Intermediate students. We have set ourselves a target number of mentors, and the application number exceeds this target. We are currently planning to interview would-be mentors to ensure a good fit. The UCSA and other student clubs are totally behind this new scheme. To support this Intermediate Year initiative, we are currently planning to use the Core in 2018 much more than we have done in 2017, as we come to understand the constraints around large events and the way that staff and students use the space at different times of day.

We are in a staff recruitment round at the moment, especially for the new School of Product Design, and also for staff in Mechanical and other departments. These posts are a mixture of new posts and replacements. It is very pleasing to see many high-quality applicants applying to work at UC, and gives us confidence that we are in a strong position to continue to develop the College's strategic thinking and planning, which commenced with the two strategy days this year.

The Dean (International) (DI) visited India from 8-17September to assist UC's embedded recruitment advisor with agent training, education fairs, recruitment lectures and student counselling. We also explored potential pathways for our new Master of Applied Data Science (MADS) students with the Bombay Stock Exchange Institute (BSEI). The BSEI had previously expressed an interest in learning about the MADS programme, so this will be followed up.

The DI also visited the Mumbai and Chennai offices of Edwise and gave three recruitment lectures in Chennai to large classes of engineering students at Savee the Engineering College and at two campuses of Raja Lakshmi Engineering College in Chennai. There were a significant number of Mechanical Engineering students and a rough show of hands indicated about 30 would be interested in the proposed High Performance Automotive Engineering stream which we are considering for next year. Other events included a Facebook live-streaming event where the engineering opportunities at both undergraduate and graduate level at the College of Engineering were explained.

Finally, in 2018 the College is expected to deliver on a number of milestones: we will welcome the first cohort of students into the new School of Product Design (60+ students into three majors), and grow EFTS by a further 8% to a record 3,780. This growth will mean that in 2018 the College will for the first time, generate income in excess of $100 million.

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

The new Easy Enrolment student system has significantly reduced the time to process applications for the Teacher Education Programmes as well as reducing the need for handling of paper. For most applications we are now able to send out an invitation for interview to suitable applicants within two-to-three days of the student completing the online application. This process previously took three-to-four weeks. The number of applications is currently 17% higher than the same time last year.

Our International student recruitment activities are progressing well. Dr Wise visited Mumbai and Delhi this month to provide further training for our agents in India and to engage in international student recruitment activities focused on postgraduate health sciences and teacher education. From this visit we have five students from India to whom we have made placement offers for ITE qualifications in 2018. We have also commenced our student exchange programme in sports coaching with Tokyo Gakugei University, Japan. We currently have one of their students enrolled for a semester in the sports coaching qualification (following six months of English language training at CCEL) and two of our UC students are travelling to Tokyo to take up a six week coaching intensive practicum at Tokyo Gakugei University.

We were thrilled for Dr Laurie McClay, School of Health Sciences, on her receiving the UC Emerging Researcher of the year award. Her research career with us since gaining her PhD in 2012 has been meteoric, with several publications in world leading journals and winning of significant external research income in her field of understanding children with Autism Spectrum Disorder.

Very good progress continues to be made in reducing our footprint in preparation for our move to Rehua. The volume of materials that require storage space, reduced paper based storage needs has been significantly reduced and we have increased our digital usage.

8.5 College of Science (Te Rāngai Pūtaiao)

No update provided.

9. Conclusion:

I advised the Chancellor that I would not be seeking a further term as Vice-Chancellor when my current term expires on 1 February 2019. The Council has initiated a recruitment process. With sixteen months remaining there are some significant initiatives that need to be concluded and new momentum created as UC moves from recovery to growth and transformation. Top of my mind are:

- Ensuring a successful conclusion to 2017 including the opening of RRSIC 1, completion of CETF, close out of contracts with Fletchers and Hawkins, approval of a 2018 Budget consistent with a forecast of break even in 2019, effective engagement with prospective students and end of year graduations

- Ensuring a successful 2018, including student enrolment in excess of budgets (especially from Canterbury High School leavers and full fee paying international students), occupation of Rehua, opening of the 90 additional beds at Dovedale, decommissioning of the Kirkwood and Dovedale Villages and reinstatement of the playing fields, completion of the UCSA building and the replacement of the von Haast building with the Beatrice Tinsley building - thereby completing the Science Precinct redevelopment, as well as initiating the redevelopment of Locke and Logie, addressing space needs for Business and Law and commencing the building of a new recreation centre

- In 2018 I would like to see the Graduate Profile become well embedded in learning outcomes for all undergraduates and wide spread use of the co-curricular record become established. I would like us to continue to develop our organisational culture to improve collaboration and address staff concerns about silos, communication and engagement. I would like to see UC continue to improve the efficient and effective use of resources including the use of staff time and space. I would like the student experience to be further enhanced through the delivery of new programmes, deployment of planned components of Student First and improved quality assurance of teaching. I would like UC to sustain or improve its international rankings, achieve record levels of research income and philanthropic support and meet its targets under the Crown Funding Agreement

Above all, by the time I leave and a new Vice-Chancellor is in office I would like UC to be focused on transformation and growth and have closed the chapter in its history that will be known for response and recovery. It will be a busy sixteen months. Momentum matters and the support and engagement of academic and general staff are enabling and inspiring our students. I continue to believe this is an extraordinary institution, in exceptional times, facing amazing opportunities.

10. Appendices

10.1 Appendix 1: Building Update

Overall

All campus projects continue to be very busy. The number of tradespersons on campus currently are now fluctuating between 450 and 500 persons due to an increase of trade labour on the Rehua project and decreasing numbers on RRSIC1 and CETF. As projects move closer to completion, a reduction in numbers will be seen as trade functions finish. Work is continuing safely on sites with no major injuries again reported for the last period.

Campus Construction Safety Group
The Campus Construction Safety Group continues to meet focusing on the construction projects and their Health and Safety implications on the University's day-to-day business and reputation.

The Contractor Round Table Forum has already realised benefits from the increased participation by all construction project health and safety teams on campus, particularly engagement in an open and honest dialogue concerning health and safety improvement processes, client and contractor challenges and on site management and resourcing.

Current Building Status

Key progress this month:

Major work

Rutherford Regional Science and Innovation Centre (RRSIC)

RRSIC Stage 1

The Construction Programme status as follows:

- baseline practical completion date – 10 April 2017
- contract completion date 2 May 2017
- current forecast practical completion date – 20 October 2017.

Programme delay is largely due to delays in commissioning of services as completion of building works is achieved across all floors and to the exterior of the building. Occupation for UC aimed to be in mid-October for research only, as all teaching has now been moved to alternate accommodation for the remainder of the 2017 academic year. UC are closely monitoring the works against the current completion programme with an emphasis on the contractor ensuring critical building activities, in advance of commissioning, are being met.

On-site works are as follows:

- carpet and vinyl flooring is complete on all levels and has been covered to prevent damage
- rubber flooring has started on level 5 and is progressing throughout the atrium as areas are finished
- services installations, fire, electrical, HVAC, lab gases, AV, security and hydraulics are substantially complete to levels 2 to 5
- commissioning activities continue across all levels with BMS point-to-point testing, pressure testing of the gases. All air handling units have all had first pass commissioning completed and are in the final stages of air balancing. First and second pass testing of fume cupboards is complete

- Novalab laboratory joinery installation throughout the building continues, with final positioning of loose benches under way
- first defects inspections by UC consultants carried out in early September, however subsequent visits have been delayed.

The percentage of progress reported by Fletcher at the fortnightly site meetings during September is as follows:

- overall progress on the construction programme: 99% (an increase 3 percentage points)
- major building works in progress, building services 97% (an increase of 1 percentage point)
- façade curtain wall 98% (no change)
- interior fit-out 94% (an increase of 4 percentage points)
- commissioning 65% (an increase of 20 percentage points).

RRSIC Stage 2

- Testing for contaminates and asbestos on levels 1 and 2 is complete with significantly more asbestos identified than anticipated. The project team are working with Dominion Constructors to re-sequence activities as a means of mitigating delays to the main program milestones. Asbestos removal methods are to the new New Zealand Standards.

Canterbury Engineering the Future (CETF)

Tranche 1

- Practical completion has been awarded for both ECE and CAPE.
- The Engineering Core was handed over to UC on 15 February 2017 and teaching commenced from the start of Semester One, 2017. The Core is very well used. As part of the application for practical completion, Hawkins have confirmed works to all outstanding areas are complete. The complete areas have been inspected by consultants and the inspections have identified a small number of issues. These issues are being reviewed by the external Project Manager.
- The close out of outstanding items within Tranche 1 buildings remains a priority issue. However, while good progress is being made to complete the list of items a number of them have significant levels of complexity that require multiple actions and/or resources to achieve close out. These complicated items remain a focal point for the project team.

Tranche 2

- Under the conversion of the Hawkins contract to a Fixed Price Lump Sum (FPLS) the University elected to pursue a staged occupancy strategy for the Civil and Natural Resources Engineering (CNRE) wing. The following practical completion dates were agreed within the FPLS terms and conditions:
- Fluids and Structures labs – 30 June 2017.
- Whole of the contract works (balance of CNRE and all of the Mechanical wing) – 30 September 2017.
- The University took occupancy of the Fluids and Structures laboratories on 1 August.
- However, some recommissioning work in in the Structures and Fluids Labs is required and, given the potential to disrupt Department business as usual activities, the awarding of Practical Completion has been subsequently been delayed.
- The Independent Programme Expert has raised concerns around progress on site and noted that trades are not able to fully complete areas and require multiple visits to complete

sequenced works. Hawkins have verbally advised UC of the following completion dates for the remaining work areas: CNRE Phase B 12/11/2017, Mechanical 15/11/2017 (a programme to support these dates has been requested). Areas of concern are being followed up.

- Given the historical trend for significant programme slippage to occur in the later stages of the CETF project the University had already adopted an alternative storage strategy for the decant of Mechanical areas from their temporary space in the Warehouse to the wing. This was driven by the need to handover the Warehouse for the construction of a lecture theatre, to reduce the risk of disruptive works post occupancy and to provide programme certainty for decant activities.
- A consequence of the necessary alternative storage strategy is a prolonged period of non-productive activity for Mechanical Department technical staff. The College have been closely consulted regarding this strategy and are making every effort to reallocate staff to other activities wherever possible.

Electrical Link Reclad

- Installation of the windows, cladding and the rain screen panels has maintained a good rate of progress.
- Some programme delay has been experienced and Dominion Constructors are planning for completion of works by mid-October with scaffold removal and site demobilisation continuing until later in the month.
- Reoccupation of the building has not been compromised by this delay and has now commenced.

Relocation of the College of Education Health and Human Development – Rehua (NEB)

- On-site resource levels through August and September moved from 120 to a 190 average of onsite workers per day and Hawkins continue to strive to increase these numbers and hours worked on site.
- There is general agreement across the project team and by Hawkins that the recently submitted Rev L.3 program with a CPU date of 11 December 2017 is not achievable.
- UC works for AV and FF&E installation have been reprogrammed to take place in January and February in anticipation of programme delay.
- Progress is being monitored weekly by TPO with a report copied to UC Senior Management and Hawkins. The report has gained the attention of Hawkins management and appears to have been influential in the lift in the recent on site resources.
- While the project is currently on budget, the major budget risk is continued programme delay.
- UC contingency plans for delayed occupancy until Easter 2018 are well developed in conjunction with the Colleges and the UC timetabling team, given the lack of PCG
- Delays with the fit-out works: fit-out works are proceeding behind schedule across the north and south buildings. First fix fit-out work is near completion in both building wings. The basement that was previously flooded is now drying out and the waterproofing risk in this area is reducing.
- Internal façade panels are now fitted to 90% of the building elevations and façade glazing is 90% complete.
- Completion of the external façade remains a critical programme risk with numerous unresolved quality issues and ongoing delays with shop drawings, a matter that has been escalated to Downer Executive management.

- Painting has commenced where spaces are complete.
- The tower crane has now been removed.
- An independent health and safety report of 6 September identified a lack of management support resulting in ongoing issues with housekeeping, expired equipment tags, PPE, façade team inductions, method statements and sub-contractor gold cards. The increase in site numbers and push for productivity appears to have resulted in a reduction in site safety.

Other Buildings/ Projects

The UCSA

- The project remains on track for the building to be operational by February 2019.
- Unfortunately the forecasted project cost is not within the approved Business Case budget as a result of a calculation error when assessing tender prices. A revised recommended budget plan has been finalised and has been submitted to the October UC Council for approval.
- Leighs Construction Limited are now close to procuring all key sub trades.
- Preparation for construction for the concrete ground beams and excavation works below the slab are under way and on schedule.
- The Wellness Precinct Infrastructure programme is being monitored carefully to ensure this critical dependency is successfully delivered with minimum disruptions to UC.
- The UC Health Centre and New Sub-Station construction works are now under way.
- The UCSA fit-out design and procurement has started and is progressing well.

Logie and Locke refurbishment

- The first phase of the toilet refurbishment on levels 1, 3 and 5 is now complete, with levels 2, 4 and 6 due for completion in October. There were some delays due to the discovery of asbestos, but this has been removed safely and within budget.
- The Business Case to further consolidate the College of Arts into Locke and Logie have been approved and the project will be formally commenced in October once the project consultant appointments are formalised.
- The scope and costs for building refurbishment and AMP works have been included in the Business Case.
- The initial start-up project stage will include a more detailed review of space allocation and usage.

Postgraduate apartments at Dovedale

- The roof is almost complete on Blocks 5, 4 and part of Block 3, with external cladding commenced to Blocks 5 and 4.
- Block 2 framing is commencing in the first week of October, with Block 1 structure to be complete prior to the study break.
- The off-site construction of the bathroom pods and framing continues.
- Detailed discussions are underway regarding planned works during the study and exam period in order to manage noise nuisance to the neighbouring accommodation and exam rooms.
- Furniture has been selected and a show apartment will have been furnished in the week of 9 October to enable photography and tours by the operator and SSAC staff.
- The project remains on programme for occupation in February 2018.

Upgrade of Existing Residential Halls

- CLV have confirmed that they are willing to shorten student contracts to allow the required access period for Connon to be strengthened in the 2018/19 summer period.
- Direction will be sought from the Residential Accommodation PCG if this work will proceed late next year.

Warehouse Lecture Theatre Project

- The design is being processed for Building Consent and is underway for final pricing by the sub-contractors.
- A methodology has been agreed with the Council to ensure that the space will be operational under a Certificate of Public Use in time for Semester One 2018.
- Brosnan Construction Limited are currently engaged under a letter of intent to undertake early works and procurement, in order to mitigate programme risks.
- As the construction programme is challenging at 10 weeks, if achievable, a key imperative is to have the Warehouse fully cleared by CETF decanting activities by 8 November, with off-site works commencing prior to this date to enable components to be ready for immediate delivery/installation.
- The various sub-contractors and supply chains are being engaged in October to ensure the challenging programme is realistic and will be committed to by all concerned.
- The target for a final contract with Brosnan Construction Limited is the end of October. The current total project budget estimate is that the project is currently forecast to be within the business case allowance.

Projects in planning this month include:

- vacating Dovedale and Kirkwood Villages
- new learning and teaching spaces planning for 2018-2019
- Communication Disorders relocation
- New Zealand Fire Station/Education Centre proposal
- College of Business and Law growth/accommodation planning.

10.2 Appendix 2: Upcoming Events Calendar

Date (day/date/month)	Event name	Key goal
Saturday 21 October	Waitaha Secondary Regional Kapa Haka Competition	Engage
Wednesday 25 October	UC Bound: Southland	Recruit
Thursday 26 and Friday 27 October	Literacy and Learning Symposium	Conference
Thursday 2 November	National Liaison Conference	Conference
Thursday 2 November	Professorial Lecture Series: Professor Philippa Martin and Professor Kate van Heugten	Engage
Wednesday 8 November / Thursday 9 November	Ekea! Year 10 UC Pathways for Māori	Recruit
Friday 10 November	Chancellor's Dinner and CETF opening combined	Engage
Wednesday 22 November	Canterbury Cyber Security Forum	Conference
Thursday 23 and Friday 24 November	New Zealand Management Accounting Conference	Conference
Friday 24 November	Careers Advisors Breakfast	Recruit
Friday 24 and Saturday 25 November	Fourth Biennial Labour Law Conference of the New Zealand Labour Law Society 2017	Conference
Wednesday 29 - Friday 1 December	New Zealand Tertiary Recreation Managers Conference	Conference
Friday 1 December	RRSIC and CORE public open day	Engage
Saturday 2 December	UC ChristchurchYouth Orchestra concert: Title TBC	Engage
Monday 4 - Friday 8 December	International Conference on Computers in Education	Conference
Monday 4 and Tuesday 5 December	Geospatial Research Conference (GRC2017)	Conference
Wednesday 6 December	UC Bound: Christchurch	Recruit
Monday 11 and Tuesday 12 December	Climate change in the National Science Challenges / Mitigation research in New Zealand	Conference
Wednesday 13 December	Graduation: Colleges of Engineering and Arts	Engage
Wednesday 13 December	Graduation: College of Education, Health and Human Development	Engage
Thursday 14 - Saturday 16 December	Annual Conference of the Australian and NZ Law and History Society (ANZLHS)	Conference
Friday 15 December	Graduation: College of Science	Engage
Friday 15 December	Graduation: College of Business and Law	Engage

10.3 Appendix 3: VC Activities

Past	
2 October	Attended Community Meeting
4 October	Met with Connor English regarding Postgraduate PIP
4 October	Hosted a table at Champion Canterbury Business Awards 2017
5 October	Spoke at 2017 Tech JumpStart Award Ceremony
6 October	Spoke at official opening at the Antarctic Season Opening
6 October	Spoke at Supreme Club Awards
7 October	Attended Blues Awards
10 October	Spoke at Entre $85K Annual Awards
11 October	Attended What If... How Product Designers will shape the world
12 October	Attended trip to Synlait Factory
12 October	Met with Maggie- Lee Huckabee – Rose Centre
12 October	Hosted lunch with HMI Directors
16 October	Met with Sir John Key
16 October	Spoke at Trading Room opening
16 October	Spoke with International Board of Advisors (teleconference call)
17 October	Spoke at VC Welcome to New Staff
18 October	Spoke at New Staff Induction
19 October	Attended UNZ in Wellington
24 October	Presented PG PIPS to PGG Wrightson
Future	
27 October	Hosting UCSA Exec Dinner
1 November	Attending lunch with Prof Wright and Paul Viney (CEO Powerhouse Ventures)
1 November	Presenting PG PIPs to Ngāi Tahu
2 November	Attending UCSA Event to farewell the UCSA President and Exec team
7 November	Presenting PG PIPs to ANZO
9 November	Presenting PG PIPS to Ravensdown
10 November	Hosting 2017 Chancellor's Dinner
14 November	Speaking at Waterways Centre for Freshwater Management: Postgraduate Conference at Lincoln University
15 November	Speaking at New Staff Induction
16 November	Attending CIP Meeting in Christchurch
16 November	Attending Geospatial Research Institute Board meeting/dinner
22 November	Hosting event for Centre for Entrepreneurship at Arts Centre
22 November	Hosting dinner following UCE Event
24 November	Speaking at Careers Advisors and International Directors Breakfast

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Report to the Council from a meeting of the Finance, Planning and Resources Committee held on Monday 16 October 2017

The Committee recommends:

1. Monthly Financial Report to 30 September 2017

***THAT*: Council note the Monthly Financial Report to 30 September 2017**

Ms Catherine Drayton
Chair
Finance, Planning and Resources Committee

19 October 2017

Memorandum | Pukapuka

Financial Services | Te Ratonga Ahumoni
Office: 6th Floor Matariki
Extension: 93454
Email: keith.longden@canterbury.ac.nz

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	Ki:	Council
From:	Nā:	Keith Longden
Date:	Rā:	16 October 2017
Subject:	Kaupapa:	**Monthly Report – 30 September 2017**
Purpose:	Aronga:	To provide information

This memorandum is presented in eight sections:

1. **Executive summary**
2. **Operating results – actual year to date**
3. **Operating results – forecasts to end of year**
4. **College contribution margin**
5. **EFTS reporting**
6. **Capital reporting**
7. **Cash and cash flows**
8. **Covenants and targets, including bond requirements**

Appendix – cash flow trends to 2021

CONFIDENTIAL

Special note – furniture

As the University moves to the endgame in its large property development, we have reviewed all costs being incurred and confirmed their appropriate accounting treatment. Furniture has been identified as not generally being able to be capitalised, and new furniture purchased this year and subsequently is to be expensed. This has had a significant impact on the University forecast result, but has yet to affect the year to date result as the transactions remain to be processed.

Please find attached the financial report for the period ended 30 September 2017.

1 Executive summary

$000	Actual Year to Date	Budget Year to Date	Full year budget	Full year forecast
Total operating income	264,342	263,800	351,050	357,952
Total operating expenditure	258,733	268,737	360,170	360,599
Total operating surplus/(deficit)	**5,609**	**(4,937)**	**(9,120)**	**(2,647)**
Working capital	203,230	105,394	107,074	180,278
Net assets	1,392,578	1,322,864	1,318,681	1,383,777
Net cash received from operating activities	66,277	62,833	46,440	44,932
Closing cash balance	283,427	162,123	138,268	238,947

Highlights:

- An **actual operating surplus of $5.609 million** compared to a **budgeted deficit of ($4.937) million** – while there are offsetting variances in College performance, the main impact is from favourable expenditure variances in a number of Service Units – Chief Financial Officer, DVC Academic, DVC Research and Director Learning Resources..
- **Forecast College revenue is on budget**.
- **Forecast net deficit of ($2.647) million is $6.473 million better than budget** – while this represents a deterioration from the forecast surplus reported last month, exceptional forecast furniture costs – which are not capitalised – have been included as the RRSIC and CETF buildings come to a conclusion and the decanting into the new spaces begins – an impact of some $5 million.
- **EFTS** – the University continues to forecast EFTS above 2016 but below budget and below the Funding Agreement targets (although within tolerable allowances), mostly in Domestic EFTS.
- **Net operating cash flow is $3.444 million ahead of budget** in the year to date, forecast to be $1.508 million behind budget by year end, reflecting the furniture expenditure noted above.
- **Net assets** in the Statement of Financial Position are higher than budget due to the higher cash balances held.
- **The University remains in line with its Funding Agreement targets for 2017.**

2 Operating results – actual year to date

Year to date actual operating surplus is $5.609 million against a year to date budgeted operating deficit of ($4.017) million
31 August 2017 an operating surplus of $4.456 million

REVENUE

Overall, revenues are on budget year to date and are forecast to exceed budget:

- Tuition fees are down due to underperformance against EFTS budgets, particularly marked in the College of Science ($1.678) million unfavourable variance and the College of Engineering ($1.571) million unfavourable variance, but reflected more clearly in the full year forecast, which shows total tuition fees to be ($2.437) million less than budget, ($1.977) million College of Science and ($2.167) million College of Engineering.
- External research revenue is $1.875 million over budget year to date and is forecast to be $2.949 million over budget by year end.
- Sundry income - revenue from UC Foundation and UC Trust Funds is budgeted and expected, but is taking time to be transferred.
- Interest revenue is up on budget – the University started the year with higher than expected cash balances due to lower capital expenditure than budgeted in 2016, and additional funds have accumulated temporarily as capital cash burn continues to fail to meet forecasts.

EXPENDITURE

Significant expenditure variances are as follows:

- Personnel expenditure – a $1.224 million favourable variance year to date with savings in most academic and general staff headings. The reductions are forecast to be increased to $4.506 million.

- Operating expenditure – an overall year to date favourable variance of $8.780 million:

    - Site and property – favourable $2.907 million year to date, with savings in Director Learning Resources responsibilities in contractor costs of $2.081 million, but with savings across most areas;
    - General operating expenses – favourable $1.206 million year to date, of which:

        - Travel and conference costs ($0.979) million unfavourable variance, mostly in the College of Education, Health and Human Developments for unbudgeted subsistence payments to visiting Bangladeshi students, previously funded in 2016 by the Bangladeshi government. This is forecast to reduce to ($0.707) million unfavourable by the end of the year.
        - Outsourcing/contracts $1.301 million favourable, $0.588 million in the College of Education, Health and Human Development, and $1.089 million in Deputy Vice-Chancellor (UCIC royalties to distribute reduced because UCIC student numbers less than budgeted). This is forecast to reduce to a favourable $0.057 million by year end.
        - There have also been improved overhead recoveries on research contracts of $0.529 million and savings on promotional activities $0.430 million and publications/periodicals of $0.240 million.

- Depreciation – the underspend on capital has led to building depreciation being reviewed and reduced, but with offsetting increases in IT and AV depreciation against budget as individual components in the new buildings are separated out on capitalisation. The year to date variance to budget of a favourable $3.336 million is forecast to increase to a favourable variance of $5.514 million by the end of the year, about 10% of the original budget.

3 Operating results – forecast to end of year

Revenue forecasts show the following expected impacts:

- Tuition fees $2.437 million under budget due to EFTS numbers not meeting budget targets
- Ed Plus $2.100 million under budget following changes to the Ministry of Education contract allocation process, offset by transition funding.
- $1.300 million additional interest revenue due to increased cash holdings.
- $4.000 million anticipated EQC payment for student residences (with offsetting expenditure)
- $2.949 million additional external research revenue with new contracts being won.

While the forecasts indicate an underspend of $4.506 million in total personnel costs, and $5.514 million in depreciation, there are forecast overspends in general operating expenses of ($10.449) million.

Most general operating expenditure lines are forecast to overspend, but the main variances here are:

- Furniture expenditure – ($4.252) million additional purchases and loss on assets ($1.535) million expensing of new and disposal of assets previously capitalised this year.
- Site and property costs $2.402 million favourable, mostly in contractors.
- Consultancy additional spend of ($1.816) million unfavourable, mostly in Deputy Vice-Chancellor ($0.891) million in relation SMS operating expenditure (mainly due to opex cost being budgeted as capex), and Director Learning Resources ($0.854) million.
- Sundry expense ($3.741) million unfavourable, mostly the accounting to set up the new G Grants for use of unspent research funds, with offsetting revenue, and the ($2.400) million additional spend on the University's contribution to the CLV leaky buildings.

Please refer to the separate memorandum on forecast variances to budget for more detail.

4 College Contribution Margin

To give context for the performance against budget by colleges, we have prepared the following table that compares the actual 2017 budgeted result for each college with the pure CM calculation.

Calculated CM compared with Budget CM	College of Arts	College of Business and Law	College of Engineering	College of Science	College of Education, Health and Human Development	Total Colleges
CM Required per formula	14,743	17,301	29,384	23,420	11,985	96,833
as a % of Total Revenue	*43.7%*	*39.6%*	*32.0%*	*32.3%*	*40.8%*	*35.7%*
Budgeted result	11,279	17,022	37,160	23,263	8,109	96,833
as a % of Total Revenue	*33.5%*	*39.0%*	*40.5%*	*32.0%*	*27.6%*	*35.7%*
Difference	**(3,464)**	**(279)**	**7,776**	**(157)**	**(3,876)**	**0**

The budget target for the Colleges of Art, Engineering, and Education, Health and Human development is significantly different to the calculated contribution margin from the formula, and shows the extent of budgeted cross subsidising and the work still to do to bring University performance back into line with the pre-earthquake operating results.

For further context, the comparison of the budgeted result with the current forecast is as follows:

Budget CM compared with Forecast CM	College of Arts	College of Business and Law	College of Engineering	College of Science	College of Education, Health and Human Development	Total Colleges
Budgeted result	11,279	17,022	37,160	23,263	8,109	96,833
as a % of Total Revenue	*33.5%*	*39.0%*	*40.5%*	*32.0%*	*27.6%*	*35.7%*
Forecast result	13,045	18,268	34,468	21,692	11,206	98,678
as a % of Total Revenue	*36.4%*	*40.0%*	*35.6%*	*30.2%*	*34.1%*	*34.9%*
Difference	**1,765**	**1,247**	**(2,692)**	**(1,572)**	**3,097**	**1,846**

This is reviewed in more detail in the Monthly Forecast Memorandum, but clearly demonstrates the extent of the stretch target set for the College of Engineering and the impact of reduced tuition fees on the College of Science.

Finally, it is worth comparing how the Colleges are faring against the original "business as usual" CM calculation:

Calculated CM compared with Forecast CM	College of Arts	College of Business and Law	College of Engineering	College of Science	College of Education, Health and Human Development	Total Colleges
CM Required per formula	14,743	17,301	29,384	23,420	11,985	96,833
as a % of Total Revenue	*43.7%*	*39.6%*	*32.0%*	*32.3%*	*40.8%*	*35.7%*
Forecast result	13,045	18,268	34,468	21,692	11,206	98,678
as a % of Total Revenue	*36.4%*	*40.0%*	*35.6%*	*30.2%*	*34.1%*	*34.9%*
Difference	**(1,698)**	**968**	**5,084**	**(1,729)**	**(779)**	**1,846**

5 EFTS reporting

The summary EFTS position for 2017 is as follows **(detail on page 21 of the monthly report):**

(EFTS)	2016 Full Year	2017 Budget Full Year	2017 Forecast Full Year	Variance Forecast to Budget	2017 Funding Agreement Target
Domestic	11,358	11,907	11,681	(225)	12,246
Full Fee	1,134	1,415	1,403	(12)	1,161
Total	**12,492**	**13,322**	**13,084**	**(237)**	**13,407**

Overview

Overall, a slight increase in the September forecast by 16 EFTS, driven mainly from Business and Law.

The University forecast is for a deficit against budget in Tuition Fees by ($2.6) million, (2.5%) adverse and EFTS by (237), (1.8%) adverse. Tuition Fees show an unfavourable forecast to budget for both Full Fees ($1.2) million, (3.4%) and Domestic Fees ($1.4) million, (2.1%).

The University forecast compared to 2016 Full Year shows growth in Tuition Fees by $9.7m, 10.6% favourable and EFTS by 592, 4.7% favourable.

Domestic EFTS

The University forecasts a deficit against Budget ($1.413) million, (2.1%) for Domestic EFTS (225) EFTS, (1.9%) unfavourable.

This deficit is comprised of the College of Science (201) EFTS, (8.8%), the College of Engineering (119) EFTS, (3.7%) and the College of Business and Law (44) EFTS, (1.8%), and Service Units (7) EFTS, (5.8%) partially offset by the College of Arts 90 EFTS, 4.0% favourable and the College of Education, Health and Human Development 56 EFTS, 3.4% favourable.

Overall, the unfavourable variance in Domestic Fees of (2.1%) is slightly higher compared to the unfavourable variance in EFTS (1.8%), suggesting, on average, enrolments in lower price bands, or fewer enrolments in higher priced courses.

The Domestic EFTS forecast is within 4.6% of the Crown Funding Agreement target for 2017.

Full Fee EFTS

The University forecasts a deficit against Budget ($1.201) million, (3.4%) for Full Fee students by (12) EFTS, (0.9%) unfavourable.

This deficit is comprised of the College of Science (39) EFTS, (16.9%) unfavourable and the College of Engineering (34) EFTS, (8.1%) unfavourable, mostly offset by the College of Education, Health and Human Development 18 EFTS, 15.4% favourable, the College of Arts 12 EFTS, 9.5% favourable and the College of Business & Law 31 EFTS, 5.9% favourable.

Overall, the unfavourable variance in Full Fees of (3.4%) is greater compared to the unfavourable variance in EFTS (0.9%), suggesting, on average, enrolments in lower price bands, or fewer enrolments in the higher priced courses.

Both the Domestic and Full Fee EFTS forecast achieves 97.6% of the Crown Funding Agreement target for 2017 EFTS.

UCIC

- **UCIC Students at UCIC:** As at 31 August (latest available data), UCIC had 328 students (unique headcount) enrolled for 2017 YTD, compared to 2016 YTD UCIC had 283. UCIC have one additional semester intake for 2017, in October.

- **UCIC Transfers to UC:** UC converted 167 new UCIC students (headcount), 141 EFTS, bringing the total including returning to 329 students (headcount), 292 EFTS. The 2017 Budget for UCIC expected to have a total of 283 EFTS.

6 Capital expenditure

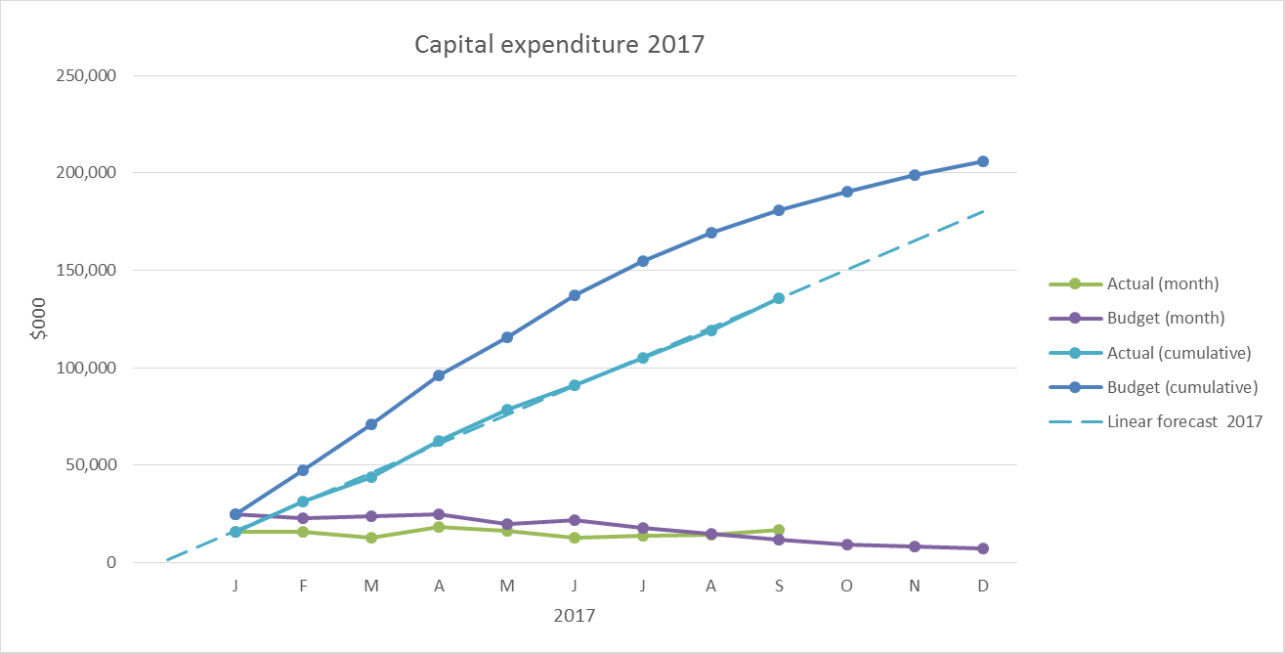
Year to date capital expenditure of $135.708 million is $45.310 million (25.0%) under budget.
31 August $118.881 million, $50.489 million (30.0%) under budget.

Capital expenditure by activity is on **page 23 of the monthly report**. The full year budget is $205.980 million. An analysis of the main items is as follows:

Year to date	**September**		**Actual**	**Budget**	**Variance**	***Variance***
			$000	**$000**	**$000**	***%***
RRSIC			38,517	48,227	(9,710)	*-20%*
CETF			35,670	40,473	(4,803)	*-12%*
Rehua			29,998	42,332	(12,334)	*-29%*
			104,185	131,032	(26,847)	*-20%*
Projects budgets > $500,000			26,207	38,585	(12,378)	*-32%*
Other			5,316	11,401	(6,085)	*-53%*
Totals			**135,708**	**181,018**	**(45,310)**	***-25%***

Activity continues to be slower than expected, although two of the three main programmes are programmed to be mostly completed by 31 December 2017. Additionally, this month capital expenditure is $5.179 million above budget, of which $4.421 million is in the three main

programmes. Nonetheless, the indicators are that the capital expenditure budget of $205.980 will not be achieved, and the forecast remains at $180.000 million, and will continue to be reviewed (note: the linear forecast is a computer generated trend line only based on results to date):



7 Cash and cash flows

Net cash received from operating activities

Both cash received and paid are down on budget year to date, with a minor overall variance resulting.

Receipts are down because of shortfall in EFTS reflected in $6.561 million in tuition fees year to date, and $3.247 million in interest received due to sale of government stock (term investments only pay interest out on maturity, while the government stock paid a six monthly amount). This has been offset by a $8.244 million increase in other revenue receipts such as research and consultancy.

Expenditure is down because of savings currently being made on personnel and operating costs, and the continuing level of capital expenditure (although not as much as budgeted) has led to the University being in a net GST neutral position.

The forecast is for a unfavourable variance in net operating cash received of ($2.004) million, a reduction on the previous month, with the full impact of the loss of Government Stock interest received of ($5.055) million being offset by reductions in net GST payable, then with the inclusion of the new expensing of anticipated furniture costs..

Cash flow assumptions

The report includes the monthly five year projection of our net operating cash and cash balance position. Key assumptions remain as set out in previous reports, including: the timing of the receipt of the remaining Government support in early 2019; timing and cost of investment in our capital programme; and student numbers increasing.

Cash flow trends

Please refer to the graph of net operating cash flows 2010 to 2021 in the **Appendix** to this memorandum.

The monthly movements in net operating cash flows based on actual and TYM forecasts shows a similar profile for each year, although with a small impact for the insurance settlements in December 2014 and January 2015 to the extent that they related to operating items (generally form the Business Interruption claims).

The profile is a familiar one, where we receive significant funds in the first three months of the year with enrolments, then manage the operating cash flows more or less as break even.

8 Covenants and targets

The borrowing consent signed in 2014 places certain reporting requirements on the University, including Council papers and formal annual capital asset management planning and capital expenditure reporting, and the requirement for the appointment of an independent advisor "as soon as practicable after UC Council forms the view that it will be required to borrow more than $65 million under the terms of the funding agreement".

The Funding Agreement signed with the Crown also provides certain operational and financial targets, which we have included in the monthly report. The summary on **page 7 of the monthly report shows that we are in line with all targets for 2016.**

Note that the "allowable tolerance" for EFTS and revenue targets is ± 5%, while the other targets have their ranges as shown in the report.

The 31 December 2016 achievement against the Funding Agreement targets was within the tolerance ranges set.

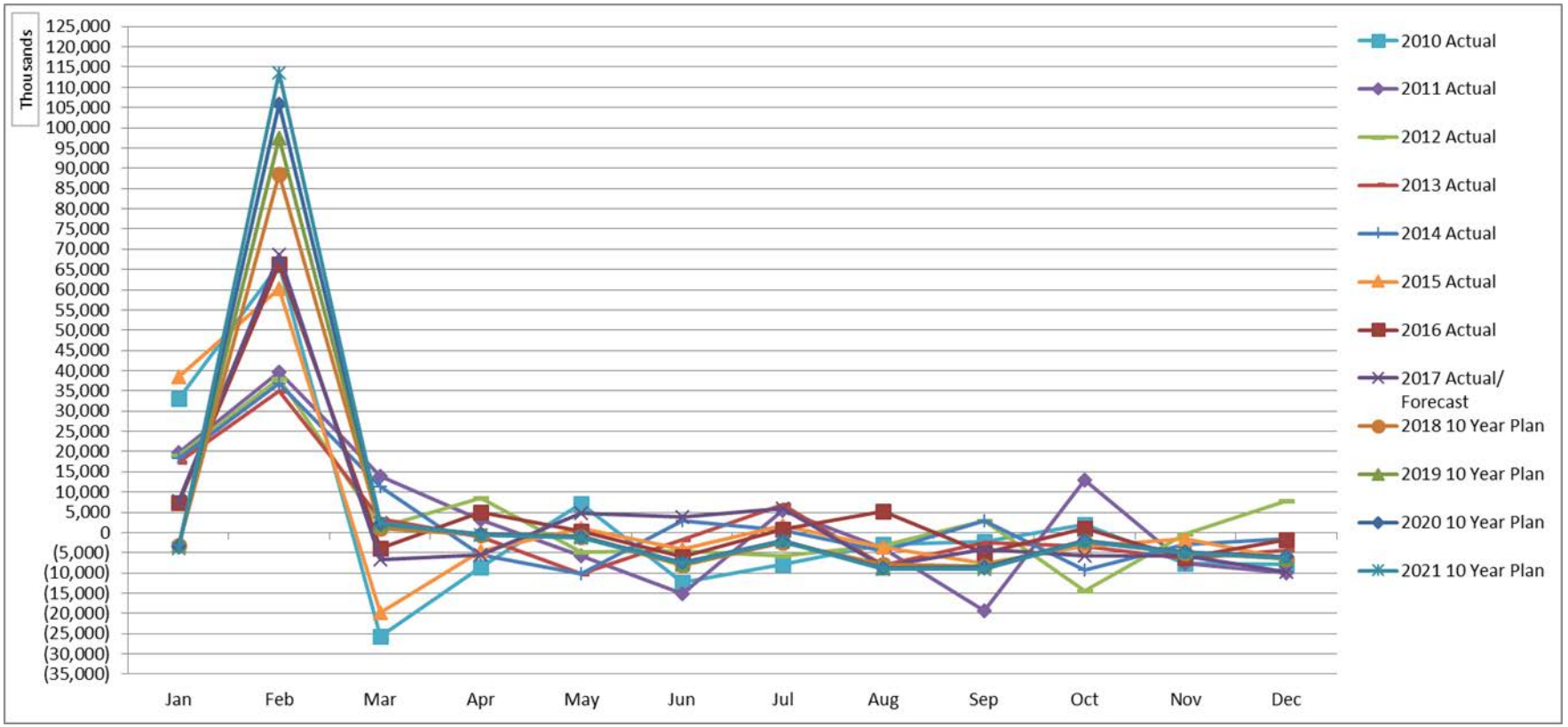
Bond requirements

All Trustee bond requirements have been met.

Ngā mihi

Keith Longden
Executive Director/Chief Financial Officer | Kaihautū Matua Ahumoni

Appendix – Net operating cash flows 2010 - 2021



UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

Report to the Council from a meeting of the Audit and Risk Committee held on Monday 16 October 2017

The Committee recommends:

1. Health, Safety and Wellbeing Report

   <u>That:</u> Council note the Health, Safety and Wellbeing Report.

2. Audit Arrangements

   <u>That:</u> Council approve the Chancellor signing the audit proposal and audit arrangement letters.

3. Official Information Act Requests Report

   <u>That:</u> Council note the Official Information Act Requests Report.

Peter Ballantyne
Chair
Audit and Risk Committee

18 October 2017

Memorandum | Pukapuka

To:	Ki:	University Council, via Audit and Risk Committee
From:	Nā:	Paul O'Flaherty, Director of Human Resources and Steve Hunter, Health and Safety Manager
Date:	Rā:	8 October 2017
Subject:	Kaupapa:	Health, Safety and Wellbeing Report

1. Health, Safety and Wellbeing Plan and Priorities
2. Student and Staff Wellbeing
3. General Leading and Lagging Indicators (under review)
4. Construction Lagging Indicators and Commentary (under review)
5. Legal Case
6. Other
    a. Personal Protective Equipment – Forklifts
    b. Interaction with Other Health, Safety and Wellbeing Professionals

1. Health, Safety and Wellbeing Plan and Priorities

As detailed in the August Council report, Health, Safety and Wellbeing operational priorities are:

1. Continuous improvement in the use of the RMSS system;

2. A review of Governance and Management reporting. This will include more emphasis of trends, benchmarking where available, and analysis. It will take effect in Health, Safety and Wellbeing reports in 2018;

3. A review of processes for Student and Staff Wellbeing;

4. A review of processes for Student Professional Placements and Field Trips Activities;

5. A review of how changes to the Hazardous Substances and New Organisms (HSNO) Act 1996 impact on the University;

6. Health and Safety on Construction Sites;

7. Implementation of good Health, Safety and Wellbeing practices as the College of Science moves into the new RRSIC building;

8. Consistent implementation of Health, Safety and Wellbeing policies and processes to support a constructive Health and Safety culture;

9. An external review of Health, Safety and Wellbeing at UC, reporting in Quarter 1 of 2018.

For more detail about the 2017/18 Health, Safety and Wellbeing work plan, please refer to Appendix E.

2. Student and Staff Wellbeing

This is an important priority.

There are a number of UC-supported ways that staff can work on their wellbeing and the wellbeing of others. The new Staff webpage shown in Appendix A illustrates this. New initiatives are developed where gaps are identified. For example, a new course entitled "Mental Health Awareness for Managers" is being designed.

Student Services enables the wellbeing of students in a variety of ways, as shown in this table, which shows additions to their support programme this year:

Initiative Type	New initiatives and developments in 2017
Events and activities	• Welcome Centre – Based in Matariki (Part of Feb Orientation event) • DiversityFest (3 weeks in July and August). Event engaged close to 3000 people • Wairua Week – Celebrating Faith and Spirituality on Campus (Aug) • Mental Health Week activities for staff & students (October)
Programmes	• UniLife for Freshers programme • Youth Peer Support Programme – Currently mapping delivery scope for 2018 (Collaboration between DRS, Student Care, College of Arts & Health Centre)
Communications and student resources/info	• Revised student support website and new landing pages for: ➢ Improved support information for international students ➢ Sexual Consent ➢ LGBTIQ ➢ UC Chaplain & Faith Groups on Campus • New UC Map designed for international students & postgraduates • New UC Guide for International Students released in February • Wellbeing, Respect & Safety Communications Campaign
Academic / Teaching & Learning space initiatives	• Secrets to Success Tips & Examples for academics to deliver in lectures • New Advice, Help and Support Slide released in lectures by academics • New Advice, Help & Support Slide on Learn home page • New Advice, Help & Support poster circulated to all Colleges • New Advice, Help & Support screen saver for all computers – under development
Staff resources and Policies	• Help Chart (Pilot resource for staff) • Supporting Students in Distress Guide – A resource tool for staff

It is also encouraging that a number of academic staff have led some recent student-focussed wellbeing initiatives.

For example, as outlined in the most recent UC Chronicle, Dr Pieter Pelser of Biological Sciences has developed a "Five Minutes Secrets to Success" programme – 24 topics that he weaves into his lectures, including the importance of a sense of belonging at UC, and how acts of kindness and positivity contribute to success. This toolkit has been shared with academic colleagues.

As also reported in the Chronicle, the School of Law has developed a Wellbeing Plan for Law students. It has also introduced an early warning system to identify students in their first or second year who may be struggling with their studies. The plan has been developed on the back of a longitudinal study on teaching practices co-authored by Professor Ursula Cheer and Associate Professor Lynne Taylor.

UC's "All Right Amble" is a health-focussed family event organised by 23 Bachelor of Health Sciences students led by Lecturer Tracy Clelland from the College of Education, Health and Human Development. Participants use a map to find a series of points in the Botanic Gardens. UC student Kaitlin Feast says that "the aim of the Amble is… for people to try a variety of activities… that they will be able to apply to their daily lives to improve their overall wellbeing…"

Appendix B shows some of the services provided, and indicates the level of activity undertaken, by the University and UCSA to support students' wellbeing in a variety of ways.

3. General Leading and Lagging Indicators (under review)

The general Health and Safety Leading and Lagging Indicators (under review) are in Appendix C.

4. Construction Lagging Indicators (under review)

The Construction Lagging Indicators (under review) are in Appendix D.

During 2017 the Health and Safety team has coordinated external audits of the major construction sites on campus. In addition to this Grant Craig, Senior Health and Safety Consultant, actively engages with the construction sites on a regular basis by attending toolbox talks, site visits with the UC Project Managers and others. The observations made for the latest reporting period are:

- Dominion Construction continue to deal with asbestos in Von Haast with a professional removal specialist company. The situation is under control and well managed. Demolition of Von Haast is due to commence mid November 2017. The delay is due to the amount of asbestos in the building. Dominion are showing a higher number of First Aid Injuries due to the higher numbers of workers now on site. Nearly all first aid injuries are minor cuts. UC is helping Dominion investigate the value of "fit for purpose" gloves;

- Hawkins CETF has handed part of the building over to UC. There will be a presence of contractors and UC staff in the vicinity at the same time but a robust risk assessment has been carried out and implemented. They have improved in key areas such as Medical Treatment Injuries and Damage to Property. Near Miss reporting is still at a good level which is a key area of focus in a "no blame" culture. A recent UC Council "walkabout" highlighted some deficiencies in the site and personnel behavior. The Hawkins H&S manager was embarrassed by what was seen that day, and by the following morning had the site up to a high standard of cleanliness. Contractors had been addressed and had their deficiencies highlighted to them. UC followed up the following day to check this had indeed been addressed;

- NEB is still showing a high number of First Aid Injuries when compared to CETF given the similar number of workers on site and this is being addressed via an increase in toolbox talks and close monitoring of early trends; High level discussions have been had with Hawkins around UC Capital Works And Health and Safety's concerns about Hawkins' attitude to what

happens day to day on their site and what they are willing to walk past and ignore. They have been left with no illusions on what we expect, and random inspections have shown improvement, with senior staff being more accountable. Random monitoring will continue;

- As the RSIC project gets closer to a hand over to UC, worker numbers on site have increased but health and safety statistics show a general fall in incidents. There has been a low level of medical treatment injuries recorded on RSIC given the number of man hours on site. This is consistent with the perception that this is a well-managed site with good sub-contractor supervision and a positive H&S culture. However UC is keeping a closer eye on the project at this point, as we know when the rush starts so do the problems. Observations are continuing;

- An overall analysis of the data and the principal contractors shows that Hawkins is concerningly and consistently the contractor with the most issues, and that they require constant monitoring. The recent example of the Council visit to CETF demonstrated this. Tight UC monitoring has ensured good site housekeeping since then, and UC management is working closely with Hawkins via the Campus Construction Safety Group and other forums outlined below. Fletchers have not been perfect but have shown an appetite to change the way they do things, work closer with their subcontractor base, and understand UC's expectations;

- Commentary will be given in the next report on Naylor Love on the Dovedale project, and Leighs Construction on the UCSA, when both are deeper in to their builds. Indications are currently good on these sites; with Naylor Love particularly hard on "bad observations". This is everything from forgetting to put on safety glasses, to walking past a reinforcing rod with no cap, noticing it and not doing anything about it. The site manager has no appetite for poor behavior on his site;

- As some projects draw to an end, we will be carrying out more health and safety walkabouts to help reduce the "finishing line danger target effect" (invisible blinkers worn by workers enabling them to see only the end of the project which potentially opens them to risks not in direct view). Also, the hours being worked on sites as projects reach handover are being closely monitored, with statistics being forwarded to UC for review;

- As we move toward the end of a very busy year with continued and disruptive construction activities in the centre of campus and significant volumes of staff and students moving locations, we acknowledge the ongoing risk that this poses to the University community. However we think it is also important to recognise the significant time and energy being invested by the University to ensure the safety of staff and students during this time. Some of the key contributors to risk mitigation are:

    1. Campus Construction Safety Group
    2. Contractor Round Table Forum
    3. Project Control Groups
    4. Project Working Groups
    5. Health and Safety Committees
    6. Investment in training for Health and Safety reps, acting as our extra sets of eyes
    7. UC Council on-site walkabouts

5. Legal Case

The first case of sentencing under the Health and Safety at Work Act 2015 occurred recently. Budget Plastics Ltd were fined for health and safety breaches after a worker's hand was dragged into a machine while he was pouring recycled plastic into it on 6 April 2016. The judge's starting point for the level of fine was $400,000 to $600,000 for the level of culpability appropriate for this case. Worksafe advocated for a starting point of $900,000. The maximum penalty under the Act is a fine of $1,500,000. Ultimately the company was fined $100,000 and ordered to pay reparation of $37,500, based on its ability to pay. The learning from the case as interpreted by Worksafe is that "businesses must immediately take action to manage their known risks. Identifying and listing them is not enough".

Worksafe currently have a substantial number of cases in the pipeline so we will likely see a rise in successful prosecutions over the next few months.

6. Other

a. Personal Protective Equipment (PPE) – Forklifts

A recent Council Health and Safety Tour identified an issue with PPE. Council members noted that Personal Protective Equipment, notably hard hats, were not worn on and around an operating forklift. This was investigated and a copy of the report sent to the VC and copied to the Chair of the Audit and Risk Committee. No breaches of current University policy were found.

There is no definitive practice across industries – standards for fork lift operators do is not require PPE. However, UC requires external contractors to wear PPE including hard hats, and the Health and Safety team's view is that, while it will require culture change, we should require our own staff to do at least do the same. They will initiate a conversation with Management about this, and will also be recommending the use of kidney belts for any solid wheeled UC fork trucks to reduce the risk of lower back injuries.

b. Interaction with other Health and Safety Professionals

We believe it is essential to have regular contact with other Health, Safety and Wellbeing professionals both nationally and internationally in order to further develop UC's present and future systems.

Professional groups that the Health and Safety team have interacted with, either as individuals or as a team, as over the last six months are:

- Australian University Safety Association Conference held this year in Tasmania (Newcastle next year). This is a week-long seminar attended by professionals;

- NZ Institute of Safety Management regular monthly meetings held locally with multi-industry professionals;

- South Island Tertiary Health and Safety forum held at Lincoln University discussing wellbeing for staff and students;

- RMSS meeting with provider in Brisbane to further develop system to our requirements;

- Active membership of several national Health, Safety and Wellbeing focus groups e.g. Hazardous Substances Group looking at how to bring university sector procedures in line with new legislation, a national Wellbeing group discussing how we could improve our current systems;

- Regular attendance at Canterbury Rebuild forums;

- Institute of Occupational Safety and Health (UK) seminar discussing wellbeing in universities and other work places and other associated subjects (Steve Hunter attended this while on leave in the UK).

Appendices

A. Screenshot of Staff Wellbeing and Benefits Partnership Webpage
B. Student Wellbeing Leading Indicators
C. General Health, Safety and Wellbeing Leading and Lagging Indicators
D. Construction Lagging Indicators (under review)
E. Health and Safety Plan 2018

Appendix A – Screenshot of Staff Wellbeing and Benefits Partnership Webpage

Appendix B - Student Wellbeing Leading Indicators (under reviews)

1. **University Health Centre face to face consults 2016, and 2017 YTD**

Period	Doctors	Nurses	Counselling	Physio/Dietician	TOTAL
2016	21893	15373	3700	4277	45243
2017 - end of Semester 1*	9280	6977	1360		

*Compared to same time in 2016, Doctors' consults were up 7.3%, and Nurses consults were down by 4.5%. Reasons not clear.

2. **University - Student Care team**

STUDENT CARE ENGAGEMENTS YTD Recorded Student Enquiries	**To Sept 2016**	**To Oct 2017**
Total recorded enquiries to date	2490	2551
Unique Users	687	1402
Critical Incidents		
SERP* level incidents	13 (engaged with 36 students)	SERP is being reviewed so this number will be collated at the end of the year.
Non-SERP* critical incidents	15 (engaged with 27 students)	YTD approx. 12-17 incidents (TBC)
Outreach messages		
Port Hills fires (Feb)		115 students identified
Vanuatu volcanic eruption (Sept)		TBA
Las Vegas shooting (Oct)		172 students
International Student Welfare applications processed		13 applications (TBC)

*Student Emergency Response Plan

The table below breaks down student enquiries into primary classification areas. However, there are often secondary concerns which may fall into another classification because students present with multiple issues. For example a student seeking support with an aegrotat or an appeal also have a personal or mental health issue.

Primary Enquiry Type	**YTD Total**
Academic Review	285
Academic Warning	28
Academic Writing	14
Advocacy	17
Aegrotat	87
Appeals	10
Backdated withdrawal	39
Careers	3
Course advice referral	49
Course changes	32
Disability	12
English Language	3
Enrolment	68
Events	3
Exclusion	12
Family circumstances	40
General Tautoko*	120
Graduation	4
Hardship	50
Mental Health	21
Personal issues	224
Physical health	51
Postgraduate study	25
Scholarships	648
Study planning	49
StudyLink	24
Time management	7
Tutoring	24
Withdrawal	27

*Support

3. UCSA Student Advocacy and Welfare Team

2016

			Pre-enrol		UCIC	CUP		1st year		Undergrad		Postgrad		NZ Aid	Total
			Dom	Int	Int	Dom	Int	Dom	Int	Dom	Int	Dom	Int		
General Intake			2	2	1	3	1	37	5	51	5	29	26	0	162
Advocacy	General Advocacy		1	0	1	0	0	3	0	17	0	6	2	0	30
	Appeal		0	0	1	0	0	2	1	36	5	11	9	0	65
	Grievance		0	0	0	0	0	1	0	8	0	7	2	0	18
	Academic Progress		0	0	0	0	0	1	1	4	1	0	0	0	7
	Discipline/Proctor	Academic	0	0	0	0	0	0	0	6	7	0	0	0	13
		Behavioural	0	0	0	0	0	0	0	0	0	0	1	0	1
Foodbank			0	0	0	1	1	15	1	48	14	12	15	2	107
Hardship Grant			1	0	0	0	1	4	1	7	1	6	3	0	24
Mickle Fund Loan			0	0	0	0	0	11	0	6	0	5	14	1	36
Early Intervention			0	0	0	0	0	1	0	7	1	0	1	0	10
Subsidised Dental			0	0	1	7	1	211	7	1156	38	400	111	0	1932

2017 YTD to 30 September 2017

			Pre-enrol		UCIC	CUP		1st year		Undergrad		Postgrad		NZ Aid	Total
			Dom	Int	Int	Dom	Int	Dom	Int	Dom	Int	Dom	Int		
General Intake			9	0	0	6	1	14	1	37	6	15	35	0	124
Advocacy	General Advocacy		2	0	0	0	0	3	0	9	1	4	2	0	21
	Appeal		0	1	5	0	0	0	0	16	4	6	11	0	43
	Grievance		0	0	0	0	0	1	0	6	0	10	4	0	21
	Academic Progress		0	0	0	0	0	0	0	2	1	0	0	0	3
	Discipline/Proctor	Academic	0	0	1	0	0	3	0	7	2	3	2	0	18
		Behavioural	0	0	0	0	0	0	0	1	0	1	0	0	2
Foodbank			0	0	0	3	2	11	0	39	5	6	10	2	76
Hardship Grant			1	0	0	1	0	5	0	10	1	5	5	2	28
Mickle Fund Loan			3	0	0	2	0	4	0	4	0	2	2	0	17
Early Intervention			0	0	0	0	0	0	0	0	0	0	0	0	0
Subsidised Dental			0	0	0	2	0	199	12	1049	17	389	115	0	1783

Discipline/Proctor: Academic Examples are: academic dishonesty, cheating, plagiarism, ghost writing. Behavioural examples are: illegal downloads, assault, destruction of property (on campus), or anything that gets Police involved (off campus)

Early Intervention: Students who are referred to the Advocacy and Welfare team by the Community Police or the Food and Beverage Manager, so that support is provided that aims to stop future incidences.

Appendix C - General Health and Safety Leading and Lagging Indicators (under review)

Lagging Performance Indicators (YTD)	2017
Total Occurrences employees (excluding Rec Centre)	167
Total Occurrences non-employees (excluding Rec Centre)	58
Total Occurrences (excluding Rec Centre)	225
Total Occurrences from the Rec Centre	14
Lost time occurrences	9
Days lost	54
UC Average Time lost rate (days)	5.9
UC LTI Incident Rate	0.35%
Illness reported	10
Incident reported	45
Injury reported	98
Near Miss reported	39
Discomfort & Pain reported	33
Rec Centre Event	14
Notifiable Incident (Serious Harm)	0
Total Occurrences	239
Worksafe NZ Investigations	0

Leading Performance Indicators (YTD)	2017
Health & Safety Tours completed by Council • Departments - 1 • Construction Sites - 3	4
SMT Health & Safety Tours – Data Temporarily Suspended	
Health & Safety audits completed by external consultant • Departmental Assessments - 9 • Construction Site Audits – 9 • Machine Audits - 8	26
Health and Safety audits completed by internal auditors	0
Ergonomic Assessments Completed	102
# of Flu Vaccinations to date • Staff – 781 • Students – 980 • Others (UCSA staff, Campus Living Staff etc.) - 50	1811
# of Trainings completed (322 attendees)	31
# of Health Monitoring completed	226
# of elected Health and Safety Representatives	87
# of Health and Safety Committee meetings held	27

Appendix D - Construction Lagging Indicators (under review)

As at October 2017

	Hawkins – CETF		Hawkins - Rehua		Fletchers - RSIC		Dominion - RSIC 2		Naylor Love - DD	
KPI Description	YTD	3 Month Average	YTD	3 Month Average	YTD	3 Month Average	YTD	3 Month Average	YTD	3 Month Average
Incidents										
First aid treatment	18	1.67	36	0.67	18	1	12	3	2	1
Medical treatment injuries	6	0.67	6	0.33	4	0.33	0	0	0	0
Near Misses	25	1.33	19	1.67	17	1.33	8	2	6	2
Damage to property	2	0.33	0	0	0	0	2	0.67	1	0
Total	52	3	61	2.67	39	2.67	22	5.67	9	3
Safety Observations			22	0.67						
Good	11	0.67			219	19	8	2.67	5	2
Bad	19	3			143	20.33	18	4.67	82	22
H&S Incident Rate (IR)										
Occurrences/No. of workers x 100	35	4.03	0.16	1.75	15.2	1.31	156.5	37.5	1	1
Lost Time										
Number of lost time injuries (LTI)	0	0	2	0.00	2	0.33	0	0	0	0
Total number of LTI days lost	0	0	10	0.00	16	1	0	0	0	0

	Hawkins – CETF		Hawkins - Rehua		Fletchers - RSIC		Dominion - RSIC 2		Naylor Love- DD	
	YTD	3 Month Average	YTD	3 Month Average	YTD	3 Month Average	YTD	3 Month Average	YTD	3 Month Average
Lost Time Injury Frequency Rate (LTIFR)										
Occurrences/No. of hrs x 1,000,000	0	0	6	0.00	5	0	0	0	0	0
Toolbox Meetings										
Site wide Tool Box Talk	404	48.67	79	4.33	17	2	20	5	19	3
Trade specific toolbox meetings held	331	44.67	661	65.33	250	17.33	20	4	14	3
Start-up Meetings	10	0.33	27	1.00	21	1.67	10	1	12	2
Daily Meetings held	113	23.33	403	21.67	161	18	81	15.67	128	20
H&S Committee meeting	22	4	358	21.67	19	2	6	1	11	3

Appendix E

University of Canterbury

Health & Safety

Action Plan

(Dec 2017 – Dec 2018)

Goal 1 – A Healthy and Safe Workplace: UC Health & Safety Action Plan

(Dec 2017 – Dec 2018) *Enabling staff to make a difference - safely*

University Objectives	Key Responsibility	Implementation Responsibility	Health & Safety Team Objectives	H&S Member/s Responsible	Completion Date
Key Element 1 – Employer commitment					
1. Review ACC Employee Agreement	H&S Manager	H&S Manager	• Review current agreement and determine if agreement status should change	H&S Manager	Ongoing
2. Consult with the Unions and other nominated employee representatives regarding participation in Health and Safety management	H&S Manager HR Advisor	H&S Manager HR Advisors	• H&S Manager meets with Unions as required.	H&S Manager	Ongoing
			• Commit attendance at Health and Safety Committee meetings	H&S Team	
3. Ensure the inclusion of Health & Safety in new Position Description KRA's, PD&R, and development plans where possible. Ensure Managers and Staff understands their responsibilities.	SMT Member	HR Advisor Manager/Head	• Meet with Managers/HR Advisors to re-enforce implementation plan	H&S Manager/Advisor	Ongoing
4. Continue to implement a Health & Safety recognition process in the departments and encourage applications for the annual University Health, Safety & Wellbeing Awards.	SMT Member	Manager/Head	• Promote at the H&S committee meetings and via intercom	H&S Team	Ongoing
5. Implement Rehabilitation procedures, in particular Rehabilitation Plans for injured/ill staff.	SMT Member	Manager/Head HR Advisor	• Support HR Advisors to deliver this function	H&S Team	Ongoing
			• Include information about rehabilitation at New Staff Induction and New Head Induction	H&S Team	Ongoing

6. Promote the Employee Participation Programme (Health & Safety Representatives). Allow staff time to attend Committee Meetings and Training.	SMT Member	Manager/Head	• Discuss gaps in Depts. at H&S Committees and with relevant Managers, SHRA's & Union	H&S Team	Annually
			• Review Participation Agreement feedback via Dept., College/Service and UC Committees	H&S Manager	Annually
			• Organise Rep Get-together	H&S Team	Annually
			• Organise and Coordinate the Health and Safety Representative Elections	H&S Team	Annually
7. Commit to the implementation of leading indicators to support culture change E.g.; Weekly/Monthly walk rounds, attendance at H & S Committee meetings, encourage near miss reporting etc.	SMT Member	Manager/Head SMT Member	• Support SMT and council to understand their duties and responsibilities under the new act inclusive of visible H&S Tours.	H&S Team	Ongoing
			• Develop and provide Health and Safety Statistics, KPI's to SMT, A&R Committee	H&S Manager	Quarterly
8. Implementation of the Health Monitoring procedure; a. Skin Checks b. Lung Function/X-ray c. Audiometry/Hearing d. Vision/Laser e. Post Critical & Exit Monitoring. f. Lab Animal Allergy Testing	SMT	H&S Manager	• Review current Health Monitoring process and implementation to ensure fit for purpose in line with new legislation, changing facilities and processes across campus and changing staff.	H&S Advisor	May 2018
			• Provide appropriate results to Managers with consent from staff	H&S Advisor	Annually
9. Develop Health & Safety Software Project transition Plan (RMSS) with support from HR team	H&S Manager	Assistance from H&S Team, HR & IT	• Formulate a plan to roll out to rest of UC, module by module, inclusive of a communication plan and training	H&S Manager/Team Project Group IT	Nov 2018
10. Commission an external review of the University's Health and Safety culture and practices	H&S Manager	H&S Manager	• Obtain VC sign-off on Terms of Reference and preferred provider, and final report. • Plan implementation of final report's recommendations	H&S Manager	March 2018

Key Element 2 – Planning Review & Evaluation					
11. Develop and support the implementation of a procedure for annual Health & Safety workplace assessments/audits; a. H&S Procedures b. Machinery c. Radiation d. HSNO/Labs/Workshops e. Field Activities f. Noise g. Physical Condition Checks h. Ergonomic Assessments	H&S Manager **Note: Completion of all of these will depend on priorities.**	Manager/Head, SHRA Assistance from Departmental Safety Officers, H&S Committee members and H&S Team	• Review current SOP's and roll out consistent requirements across campus. Schedule independent assessments of high risk areas including workshops and laboratories.	H&S Advisor	Ongoing
12. Assist in the development and monitoring the implementation of Health & Safety Improvement Plans in depts.	H&S Manager HR Advisor	Departmental Safety Officers, H&S Committee Members and SHRA	• Assist, encourage and support the implementation.	H&S Team	Ongoing
13. Ensure completion and participation in annual Health & Safety workplace self-assessment with support from HR	SMT Member	Manager/Head Assistance from Departmental Safety Officers, H&S Committee members and H&S Manager and Internal H&S Auditors	• Support all departments to complete their annual self-assessment – particularly departments with new H&S reps or DSO's	H&S Advisor	Ongoing
14. Include Health & Safety in Budgets. Consider operational costs for; a. Hazardous Substances & New Organisms b. Bio Safety c. Radiation d. Laser Technology e. Chemical & Waste Disposal f. Trial Evacuations g. Serious Harm/High Risk Events h. Injury/Illness/Rehabilitation i. Ergonomics j. Training.	SMT Member	Manager/Head	• Organise H&S Planning training for managers to enable an understanding of budget requirements	H&S Co-ordinator	June 2018 (To be reviewed further towards an integrated Training Register with HR for 2019)

Key Element 3 – Hazard Identification Assessment & Management					
15. Continue to ensure the development of departmental emergency procedures related to specific hazards identified. These must align to the University Emergency Management Policy and Plan.	SMT Member	Manager/Head Assistance from DSO's, Health & Safety Committee members, High Risk Response Team	• Promote and support continued implementation of Risk Management process • Participate in IMT, Student Critical Incident Group and assist with development of Policy and Plan	H&S Team	Ongoing
			• Respond to Emergencies when required	H&S Team	As required
			• Implement updated procedures, maps and signage • Assist Community Support Group with EM training	H&S Advisor	Ongoing
			• Coordinate High Risk Response Group	H&S Manager	As required
			• Ensure quarterly checks of AEDs are completed and online campus map information is kept up to date. • Ensure all emergency contact lists and EOC SharePoint are kept up to date	H&S Co-ordinator	Ongoing
16. Develop current Chemical Management Process in line with new HSNO regulations for community distribution	H&S Manager	H&S Manager and Advisor	• Promote and develop Chemical manager system throughout UC with assistance from IT department • Train staff to use system	H&S Manager H&S Team	July 2018
17. Continue to ensure the Field Activity process/procedures for groups and individuals is committed to implemented and reviewed.	SMT Member H&S Manager	Manager/Head Assistance from DSO's, Health & Safety Committee members	• Review & Update the Field Activity Process with key stakeholders • Review and update Student Placement Procedures	H&S Manager H&S Advisor	March 2018 Dec 2018
			• Provide Training	H&S Team	Ongoing

18. Ensure Physical Safety Observations are carried out on a regular basis, e.g. to proactively monitor or identify risks, change in process/environment, housekeeping and maintenance, appropriate signage, emergency procedures, sign in and sign out procedures where appropriate. Reintroduce Safety Observation visit KPI's for SMT	SMT Member	Manager/Head Assistance from DSO's, Health & Safety Committee members	• Review as part of the annual self-assessments /audits • Implement through RMSS	H&S Team/Auditors	Mid 2018
			• Encourage periodic assessments, through assessment and planning process. RMSS Audit Manager	H&S Team/ Auditors	Mid 2018
Key Element 4 – Information, Training & Supervision					
19. Review Core Training in consultation with appropriate college/department	H&S Manager	H&S Manager	• Review core training in light of new legislation and changing culture • Identify opportunities for refresher training modules going forward	H&S Team/Providers	Annually
20. Ensure all new staff receive a comprehensive induction, are enrolled in relevant training based on their role and included in ongoing health monitoring programs where appropriate. Develop/Review Wellbeing/Mental Health Process Refer to Starting at UC HR Central Induction Programme for new staff in the HR Toolkit	SMT Member	H&S Manager	• Participate in all new staff inductions, ensure coverage of continuing, fixed term, casual and volunteer staff • Review induction process	H&S Advisor	Ongoing
			• Review student, visitor and contractor video inductions	H&S Advisor/ Senior H&S Consultant	Ongoing
			• Support departments to update their local documents with relevant material	H&S Team	Ongoing
			• Quarterly checks of defibrillators – move to online system	H&S Co-coordinator	Ongoing
			• Review system for reporting and dealing with Staff Wellbeing and Mental Health in conjunction with HR and external professionals	H&S Manager	July 2018
			• Encourage and support SOP Development	H&S Team/ Auditors	Ongoing

Key Element 8– Contractor Management					
21. Ensure contractors meet the requirements of the Procurement and Health & Safety process. Review current procurement procedures regarding “Preferred Contractor” list and monitor post-contract evaluations for quality and value of engagement	SMT Member	Manager/Head	• Work with procurement and departments to ensure consistent approaches to contractor management.	H&S Mgr/H&S Team/ Procurement Team	Ongoing
			• Support Engineering Services to implement the online contractor management system	Senior H&S Consultant	Ongoing
			• Support the Contractor Round Table Forum to build consistency across the main contractors working on site	Senior H&S Consultant	Ongoing

Memorandum | Pukapuka

Financial Services | Te Ratonga Ahumoni

Office: 6th Floor, Matariki
Extension: 93454
Email: keith.longden@canterbury.ac.nz

To:	Ki:	Council
From:	Nā:	Keith Longden
Cc:	Tārua:	-
Date:	Rā:	16 October 2017
Subject:	Kaupapa:	Audit Arrangements Letter
Purpose:	Aronga:	For approval by Council and signing by the Chancellor

The Audit Arrangements Letter for the external audit to 31 December 2017 is attached.

The draft letter was reviewed with Audit New Zealand at the Audit and Risk Committee on 16 October 2017, and is recommended to be approved by Council and signed on behalf of the University by the Chancellor.

The audit fee is a reduction on the prior year, taking into consideration the reduced workload of a “no revaluation” year and is consistent with their proposals last year.

Once again the audit will focus on the key items of the accounting for property, plant and equipment and the University’s capital programme; and the upgrade to PeopleSoft and the MBIE review of the University’s compliance with the Holidays Act 2003.

Recommendation

Council approve the Audit Arrangements Letter from Audit New Zealand to be signed by the Chancellor on behalf of the University.

Ngā mihi,

Keith Longden
Chief Financial Officer | Kaihautū Matua Ahumoni

16 October 2017

335 Lincoln Road, Addington
PO Box 2, Christchurch 8140

www.auditnz.govt.nz
Fax: 03 961 3059

Dr John Wood
Chancellor
University of Canterbury
Private Bag 4800
Christchurch 8140

Dear John

Audit for the year ending 31 December 2017

I am writing to outline our arrangements for the audit of the University of Canterbury (UC) and group for the year ending 31 December 2017. This letter has two main sections – an agreement to be signed, and details of the audit.

Agreement to be signed

On the next page is an agreement that we request you sign. Your signature confirms that the details of the audit match your understanding of the arrangements for this year's audit.

Please sign and return one copy of the agreement.

Details of the audit

Here we set out the proposed arrangements for this year's audit. This includes:

- business risks, accounting issues and our audit response;
- our other areas of interest;
- health and safety expectations; and
- logistics (such as our audit team, timing, and fees).

We have also attached additional information about the audit in Appendix 1.

Please take the time to read this document thoroughly before returning the signed agreement. If there are additional matters that should be included, or any matters requiring clarification, please contact me.

Yours sincerely

Andy Burns
Director

Agreement to be signed

I acknowledge that the details of the audit set out here are in keeping with my understanding of the arrangements for the audit.

Signed _____ *Date* _____

Dr John Wood
Chancellor

Details of the audit

1 Introduction

This document sets out the arrangements for the audit of the University of Canterbury (UC) and group for the year ending 31 December 2017 and contains information on:

- your business risks, accounting issues and our audit response;
- our other areas of interest;
- health and safety expectations; and
- the logistics (such as our audit team, timing, and fees).

1.1 Other audit engagements

This Audit Arrangements letter covers the statutory audit of UC only (parent and group).

2 Your business risks and our audit response

Based on the planning work and the discussions we have conducted with management to date, we have identified what we consider to be the main business risks and accounting issues facing UC. Many of these risks are relevant to the audit because they affect our ability to form an opinion on your financial statements.

As part of the wider public sector audit, we are also required to be alert to issues of effectiveness and efficiency, waste and a lack of probity or financial prudence (as set out in the Audit Engagement Letter dated 11 October 2016).

The table below sets out the business risks and accounting issues that we have identified in planning our audit. The left-hand column describes these risks. In the right-hand column, we describe how we plan to respond to these during the audit.

Your business risk or accounting issue	**Our audit response**
Capital programme – accounting for work in progress and asset additions	
UC's significant capital projects continue to progress. These are multi-million dollar and multi-year projects that include the CETF and RRSIC, the Dovedale redevelopment and the transfer of the College of Education, Health and Human Development to the main campus. The continuing programme requires assessments and judgements to be made that can have a significant impact on the financial statements. These include: • the appropriateness of costs being recognised as work in progress, as opposed to expensing these;	We will discuss with management the status of all significant building programmes at balance date. This is to understand whether these will be held in work in progress, or transferred to asset additions. We will review the accounting treatment for projects that are still 'work in progress' and any that have been completed and 'capitalised' to assess compliance with the relevant accounting standards.

Your business risk or accounting issue	Our audit response
• the timing of asset completion and when these should be transferred from work in progress to asset additions; and • the componentisation of completed assets, assigning of depreciation rates and commencement of depreciation.	
Property, plant and equipment issues	
In recent years UC has undertaken a significant level of work to assess the carrying values of its property, plant and equipment assets. This work included: • An annual valuation of its land and building assets. • Detailed annual impairment assessments of earthquake damaged buildings. • An assessment of remediation work performed and the accounting treatment for this, including any reversal of previous recognised impairment. From our planning discussions with management, we understand that UC do not intend to revalue land and buildings as at 31 December 2017, and will revert back to a periodic revaluation cycle. In addition, due to the maturity of the impairment assessments in recent years, no detailed assessment by the quantity surveyors is planned for 2017. We understand UC is revaluing its Infrastructure asset class in 2017. This is per the revaluation cycle for this asset class.	We will request, and review the robustness of, management's assessment as to whether there is any material difference between the fair value and the carrying value of UC's property, plant and equipment assets. This is required under accounting standards to demonstrate there has been no significant movement in the fair value of UC's assets. In the absence of any detailed impairment assessments, we will request management to provide appropriate support for any change in the status and carrying value of buildings that have previously been considered to be impaired. This may include: • Events that may require adjustment to the current impairment recognised on individual assets. • Decisions made to remediate or demolish earthquake damaged buildings. We will work with management during the interim audit to confirm the information required. We will perform our normal audit work to review the Infrastructure asset valuation.
Key financial systems and controls	
As part of our audit we assess UC's control environment and systems of internal controls. This includes updating our understanding of the system, assessing any changes within those systems and testing key controls. One of UC's key financial systems is the payroll system. We understand there has been a major upgrade during the year to the 'Peoplesoft' payroll system. We are also aware that MBIE undertook a review, during the year, of UC's compliance	A specific area of focus for our review of UC's key systems and internal controls will be the upgrade to the payroll system. We will obtain an understanding and document the changes to the system and test relevant controls to confirm that we can place reliance on the system for the purpose of our audit. We will also assess whether UC has addressed the Holidays Act compliance findings from the MBIE review.

Your business risk or accounting issue	Our audit response
with the Holidays Act 2003. This identified a small number of issues that are financially immaterial to UC. However from a risk and compliance perspective UC are taking steps to address these.	
Appropriation reporting – Vote Tertiary Education	
The 2016/17 Vote Tertiary Education includes an appropriation relating to the funding support of UC. The scope of the appropriation is limited to the rebuild of the Science and Engineering facilities at UC. As an Appropriation Act has identified UC as responsible for reporting against the performance standards set out in the appropriation, UC must include this information in its 2017 Annual Report.	We will review UC's appropriation statement disclosure included in its annual report that reports UC's end-of year performance information on the 2016/17 appropriation.
New accounting standards – PBE IPSAS 35	
New accounting standards have been introduced that are likely to have a material impact on UC. The most significant standard is PBE IPSAS 35 – C*onsolidated Financial Statements*. This standard introduces a level of control that could result in the UC Foundation and the UC Trust Fund entities becoming 'controlled' by UC and consequently consolidated into the UC group financial statements. While not effective until 2019, UC is currently considering the impact of the new standard including obtaining accounting advice and reviewing the accounting treatment of similarly impacted universities.	We will continue to discuss with UC management, the implications of the new standard, the result of any accounting advice obtained and the process towards implementing the new standard.

We will also follow up on progress made by UC in its response to our previous recommendations.

Please tell us about any additional matters that we should be aware of as your auditor, and any specific significant business risks that we have not covered.

3 Our other areas of interest

As well as the risks noted above, there are also a number of areas of interest common to all audits. The table below outlines our areas of interest for this year's audit.

Area of interest
Compliance with laws and regulations
Our approach involves assessing the systems and procedures that UC has in place to ensure compliance with significant legislation. We will also complete our own checklists covering the key requirements of significant legislation.
Sensitive expenditure
We will enquire to the extent of any updates of UC's sensitive expenditure policies during the year. We will test a sample of transactions from the sensitive expenditure areas that were incurred during 2017 for compliance with your policies.
Severance payments
We will examine severance payments made to employees as part of exit settlements – especially when senior staff are the recipients – to evaluate whether a principled approach has been followed in reaching settlement. If we believe an employment settlement is, or could be seen to be, excessive or unusual we will report this in the management report.
Related party transactions
In identifying related party transactions, we will not only review the disclosure within the financial statements, Council meeting minutes and discussions with management, but also test the completeness of related party transactions by considering relevant external information.
Fraud risks
We will undertake formal discussions with the Vice-Chancellor, senior managers and the Audit and Risk Committee on: • matters concerning fraud risk awareness (for both fraudulent financial, and non-financial, reporting and the misappropriation of assets), • identification of susceptible areas; • the mitigating controls that UC has put in place; and • how Council exercises oversight of management's identification of susceptible areas and management's mitigating controls for those risks. We will ascertain whether UC has an appropriate fraud policy in place that has been approved by the Council. Please notify us without delay of any fraud, whether actual, suspected or alleged. When looking at UC's system of internal control to prevent and detect fraud, we will also consider the: • quality of documented delegations, authorisation and approval procedures and whether these are followed in practice; • adequacy of procurement policies and procedures particularly around how any conflict of interest is detected and managed; and • quality of documented sensitive expenditure policies and whether these are followed.

4 Health and safety

The Auditor-General and Audit New Zealand take seriously their responsibility to provide a safe working environment for audit staff. Under the Health and Safety at Work Act 2015, we need to make arrangements with you to keep our audit staff safe while they are working at your premises.

We expect you to provide a work environment for our audit staff that minimises or, where possible, eliminates risks to their health and safety. This includes providing adequate lighting and ventilation, suitable desks and chairs, and safety equipment where required.

We also expect you to provide them with all information or training necessary to protect them from any risks they may be exposed to at your premises. This includes advising them of emergency evacuation procedures and how to report any health and safety issues.

5 Logistics

5.1 Our audit team

The Audit New Zealand staff involved in the audit are:

Andy Burns	Appointed Auditor
Stephen Lucy	Engagement Quality Control Review Director
Andrew Timlin	Audit Manager
Amanda Luey/Ben Wright	Audit Supervisor

5.2 Important dates in the audit process

Below, we set out our proposed timetable. These dates are draft and will be confirmed through discussions with your finance team:

	Date
Interim audit	20 and 27 November 2017
Draft interim management report issued	15 December 2017
Final audit begins	15 January 2018
Draft financial statements and statement of service performance available for audit[1]	22 January 2018
Audit and risk committee meeting	5 February 2018
Final financial statements and statement of service performance available[2] for audit	9 February 2018
Annual report[3] available for audit	12 February 2018
Audit and risk committee meeting	19 February 2018
Verbal audit clearance given	19 February 2018
Council meeting to adopt the annual report	28 February 2018
Audit opinion issued	28 February 2018
Draft of the final audit management report issued	28 February 2018

[1] Financial statements, including notes to the financial statements, and statement of service performance with actual year-end figures.
[2] Financial statements incorporating all the amendments agreed to between UC and Audit New Zealand.
[3] Annual report, including any Chancellor and Vice-Chancellor's overview or reports.

5.3 Professional fees

The 2017 fee is set out in our Audit Proposal Letter, dated 24 January 2017. The fee for the year ending 31 December 2017, included in the proposal, is $209,833.

The fee assumes that the expectations discussed in Appendix 1 will be met. If this does not occur, or the scope of the audit changes, we will discuss this further with you.

We propose to bill as follows:	**Amount**
December 2017	50,000
January 2018	100,000
February 2018	59,833
	$209,833

To ensure we can complete the audit within the proposed time frame (see section 5.2) and agreed fee, it is critical that you make appropriate supporting documentation available to us on a timely basis. If this is not the case, it is likely to result in cost overruns, which we will seek to recover from you.

In preparation for the audit, we will continue to work with the UC Financial Services team to identify and provide detailed financial analyses and other information that we will need for the audit.

Appendix 1: Additional information about the audit

Our reporting protocols

Management reports and the Ministerial Letter

We will provide a draft of all management reports to management for discussion/clearance purposes. In the interests of timely reporting, we ask management to provide their comments on the draft within 10 working days. Once management comments are received the report will be finalised and provided to the Council.

The management report to you will form the basis of a letter to the Minister, which will be cleared with UC by the OAG Sector Manager, Pat Johnson.

Reporting of misstatements

We will include details of all significant uncorrected misstatements in our management report. Misstatements are differences in, or omissions of, amounts and disclosures that may affect a reader's overall understanding of UC's financial statements.

During the audit, we will provide details of any such misstatements we identify to an appropriate level of management. We will ask for each misstatement to be corrected in UC's financial statements. Where management does not wish to correct a misstatement we will seek written representations, in the usual year end representation letter, from representatives of the Council that specify the reasons why the corrections will not be made.

Our expectations of you to enable an efficient audit

To enable us to carry out our audit efficiently within the proposed audit fee, we expect that:

- UC will provide us with access to all relevant records and provide information in a timely manner;
- your staff will provide an appropriate level of assistance;
- the financial statements will be available at the start of the final audit, include all relevant disclosures, and be fully supported by a detailed workpaper file; and
- the annual report and financial statements (including the statement of service performance) will be subjected to appropriate levels of quality review before submission for audit.

Our audit fee is based on the assumption that we will review no more than two sets of the draft annual report, one printer's proof copy of the annual report, and one copy of the electronic version of the annual report for publication on UC's website.

Using your internal auditors

Our approach will be to continue to liaise with your internal auditors to ensure appropriate coordination of effort. In keeping with the applicable auditing standard, ISA (NZ) 610, *Using the Work of Internal Auditors*, we will make a preliminary assessment of the internal audit function in terms of organisational status, scope, technical competence, and professional care.

If we determine from our preliminary assessment that the internal audit function could be used for external audit purposes then we will consider the internal audit work proposed or completed. We will then determine the extent to which we can use the internal audit work to supplement our audit work.

How we consider your compliance with statutory authority

As part of the Auditor-General's mandate, we carry out an audit of compliance with statutory authority. Our audit is limited to obtaining assurance that you have complied with certain laws and regulations that may directly affect UC's financial statements or general accountability. Our audit does not cover all of UC's requirements to comply with statutory authority.

Our approach to this aspect of the audit will mainly involve assessing the systems and procedures that are in place to ensure compliance with certain laws and regulations that we consider to be significant. We will also complete our own checklists covering the key requirements of significant legislation. In addition, we will remain alert for any instances of non-compliance that come to our attention. We will evaluate the relevance of any such non-compliance to our audit.

Memorandum / Pukapuka

Registrar's Office / Te Tari Pouroki
Office: Level 6 Matariki
Extension: 95116
Email: jeff.field@canterbury.ac.nz

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

To:	University Council
From:	Jeff Field, University Registrar / Pouroki
Date:	19 October 2017
Subject:	**OFFICIAL INFORMATION ACT REQUESTS**
	For Information

Attached for information is the six-monthly report on requests for information received under the Official Information Act

The following table has been published by the Ombudsman and details the number of complaints about universities received by that office for the year from 1 July 2016:

Institution	**1 July – 31 December 2016**	**1 January – 30 June 2017**	**Total (1 July 16 to 30 June 17)**
AUT	1	1	2
Massey	1	2	3
Auckland	0	2	2
Otago	1	1	2
Waikato	2	2	4
Lincoln	2	1	3
Victoria	4	3	7
Canterbury	0	0	0

Avoiding compliance breaches is one of the Registrar's Portfolio annual plan KPIs in terms of Privacy and OIA requests. Whilst that may seem relatively straightforward on paper, it is notable that UC is the only University to be able to legitimately make that claim over the last reporting period in terms of the OIA. This is testament to the effort the Information and Records Management (IRM) team put in, but also to the wider UC community's commitment to openness and transparency and the trust they have in IRM to manage sensitive issues with care, which reflects well on an institution devoted to teaching, research and public engagement. Over this period, we have responded to 40 Official Information requests.

Recommendation: For information.

Jeff Field
University Registrar / Pouroki
19 October 2017

6 Monthly OIA report 1 January 2017 – 30 June 2017

The report for 1 January to 30 June 2017 follows which details the source of the requests, the topics covered and the time taken to respond to the requests:

Source	Total Received	Most Days Taken	Least Days Taken	Average No of Days Taken
Individual	8	20	1	8.38
Media	4	20	16	18
Special Interest Groups	2	17	3	10
Union	1	19	19	19

Topic	Total Received	Most Days Taken	Least Days Taken	Average No of Days Taken
Cheating and Misconduct	0	0	0	0
Random, grievance	9	19	1	10.89
Financial	3	20	2	13.33
Sexual Harassment and Racism	3	20	3	13.33

Number of Working Days Taken	Number of OIAs Responded to in Timeframe
1-5	5
6-10	1
11-15	1
16-20	8

1-5 working days: These requests were for information already on hand such as the OIA requests we have received in a particular month. One was for information on sexual assaults. One was for scholarship data.

6-10 working days: This was a request for evidence that an MP had completed a PhD at Canterbury, and for the location of the thesis.

11-15 working days: This was for copies of the policies relating to backdated discontinuations in 2001-2006.

16-20 working days: This included a request for counselling statistics that we could not initially meet, but the request was modified to suit data UC had available, two requests regarding staff remuneration, a request regarding special admissions, two on sexual harassment, and one for correspondence regarding themselves.

Trends: As was the case in the last report, commonly made requests are responded to increasingly quickly as often minimal extra information is needed and we can build on the previous responses. Contact with other members of staff can slow progress, particularly in the case of complex queries which require discussion with numerous departments and where it is not clear who has the information. Cheating and misconduct statistics were previously commonly requested but have not appeared this year. Sexual assault and harassment continues to be a common theme of requests.

TE POARI AKORANGA

ACADEMIC BOARD

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

RECOMMENDATIONS TO THE COUNCIL

FROM A MEETING OF THE ACADEMIC BOARD

HELD ON WEDNESDAY 13 OCTOBER 2017

The Board recommends:

1. **That the Council note the attached report of the Academic Board meeting.**

2. **That the Council approve the Graduating Year Reports (GYRs) endorsed by the Academic Board for forwarding to CUAP.**

   The Graduating Year Reviews are the final step in the national quality assurance process undertaken by CUAP for the introduction of new qualifications onto the Qualification Framework from the university sector. The reviews occur within three years of the first graduating cohort. The reviews and the review process are presented to CUAP and peer reviewed by individual universities.

   Reviews were undertaken of the following programmes:
   1. Subjects in the Master of Commerce and Bachelor of Commerce with Honours Degree
   2. Master of Counselling
   3. Accounting, Taxation and Information Systems in the PhD
   4. Water Resource Management in the PhD

   The Academic Board endorsed all the reviews.

Professor Ian Wright
Chair
Te Poari Akoranga – Academic Board

16 October 2017

UNIVERSITY OF CANTERBURY

REPORT OF THE ACADEMIC BOARD MEETING HELD ON

FRIDAY 13 OCTOBER 2017

TE POARI AKORANGA

The Academic Board reports for information the following matters that have been considered since the September 2017 meeting of the Board:

CHAIR'S REPORT

The Chair noted the following:

- The Academic Board review group established a year ago was now close to finishing its work, with what was expected to be a final meeting with Robin Mann and John Burrows coming up. He expected that the group's recommendations would be brought back to the Academic board early in the New Year.
- The international recruitment process for the position of Assistant Vice-Chancellor (Academic) was moving forward with a position description and advert expected to be published in the next week, open for six weeks.
- Congratulations to Associate Professor Geoff Rodgers, who has received the Cooper Award, the Royal Society Te Apārangi Early Career Research Excellence Award for Technology, Applied Science and Engineering at a function earlier in the week.
- An Academic Strategy day was planned for 15 February 2018. This would include Heads of School and Departments, Deans and Pro-Vice-Chancellors with the aim of setting the agenda for the year's programme of work for the Learning and Teaching Committee and the Research Committee.

THE VICE-CHANCELLOR'S REPORT

The Vice-Chancellor took the report as read, and made the following observations:

- Thanks to those members who had contacted him following his announcement that he did not intend to seek reappointment when his term of office comes to an end in 2019. Council are seeking to appoint a recruitment specialist to assist with the global search; this was a process he did not play a part in.
- The first reports on early applications to enrol were looking positive. As there have been improvements to the system, it was expected that numbers would appear higher at this stage and final numbers would not be available until February. Anecdotally it appeared that there was more appetite for Christchurch high school students to study at UC, but potential students were not yet sure how their funding might be impacted until the government was formed.
- Progress on the RRSIC Stage 1 was due for practical completion at the end of October, the Mechanical and Civil Engineering wings were estimated for practical completion by the end of November. The Electrical Link works are due for completion by the end of October, with partial occupation already underway. The rebuilding of Rehua continues to be a challenge, with all parties working towards a safe, high quality, timely build at reasonable cost. Work on the Von Haast building is continuing with the removal of asbestos taking time. As a precaution, examinations

have been moved from C Block as demolishing may begin at that time. The Dovedale new accommodation build is on time and on budget.

- Budgets for 2018 have been agreed for all major divisions and Colleges, and these will be presented to Council for approval. The current $7.5M deficit is working towards a credible 2019 budget. It was noted that TEC will guarantee SAC funding for 2018, but that there would be no further support to the University from 2019 onwards. The University was trying to reduce non-academic costs however this was hard to do.
- The 2018 Timetable has been finalised on 3rd October, with ~5% of next year's timetable being programmed in either 8 – 9 am or 5 – 6 pm, with large lecture theatres >200 students or complex study programmes continuing to be the pinch points.

Comments and questions from the floor included:

- One way that had been suggested to make savings was to reduce the numbers of tutors, however this would have an impact on the student experience as lecture sizes increase and also an impact on the timetable – savings made in one area had an impact elsewhere. The Vice-Chancellor agreed that more students might not mean more government money and that this was challenging across UC. He noted that Learning Resources needed to find $2 million of savings in 2018.
- A question was raised about the whether the work to be carried out by the Learning and Teaching Committee to understand how future use of technology in teaching might impact on the timetable was only to ease current pressures. The Vice-Chancellor replied that he saw this as a broader opportunity to consider blended learning and teaching at UC.
- A member asked for an update on the von Haast replacement building, to be known as the Beatrice Tinsley building. The Vice-Chancellor said that it would have four storeys and would be mainly a space for staff and postgraduate students, with connectors from RRSIC to the Biology building. The plan is for the building to be erected quickly as it is a laminated veneer structure made off site, but the state of the foundation and any asbestos was yet to be determined. The remaining trees would have to be removed to allow crane access.
- A member queried whether it was expected that there would be a jump in UC's income shortly as had been the case in the past. The Chair confirmed that $15 million of grants had been agreed but not yet contracted and this figure does not include any Marsden grants which are due to be announced in the next few weeks.

ACADEMIC STAFF POSITION DESCRIPTIONS

The Acting Assistant Vice-Chancellor (Academic) introduced the paper which had previously been considered by College meetings, SMT, the Learning and Teaching Committee, TEU, the Research Committee and the Office of the AVC (Māori). The intention was to refresh the staff position descriptions, align them with the graduate attributes and offer more clarity in career pathways by aligning the descriptions with the promotion criteria.

A member suggested that the amendments amounted to more than a 'refresh' and felt that there were significant differences and as such these should be individually negotiated with existing staff. Highlighting the description for lecturer, she suggested that expecting a newly appointed lecturer to be "excellent" might be problematic, particularly as this could be used to monitor their progress. As such staff might not have received any training to teach, it would be better to think about their teaching potential at this stage. The use of guidelines which could be adjusted in accordance with the needs of the department concerned was commended and in general there was

a preference to ensuring that the language was not too prescriptive. In particular corporate language, ‘customers and clients’ might be reviewed in favour of ‘students, stakeholders’ etc.

A member suggested that the role of critic and conscience of society should be included. The Director of Human Resources, Paul O’ Flaherty agreed to continue the conversation with the member offline. He noted that he had wanted to keep the three types of documents – employment agreement, position description and promotions criteria free of duplication but refreshed as a package. The role of critic and conscience was already covered in the employment agreement. The Chair commented that the role of critic and conscience is important, but noted that this was just one of five attributes noted in the legislation. Several members commented that there might be confusion between what is included in a job description for new staff (partly advertising) with information necessary to consider during a promotion application.

Another member noted that under the key responsibilities was the phrase ‘seek external support and funding’. He queried whether that implied a pull-back in internal funding for research. The Chair confirmed that this was not the university’s intention.

It was agreed that further work should be completed on the descriptions which would return to the LTC prior to final consideration at the Board.

ACADEMIC YEAR 2019
The paper outlining two options was taken as read. The Chair noted that it would ultimately be his decision, which he would make in the next week, following consideration of comments received. The Deans summarised the College discussions on the options: Engineering favoured option 1 but did not hold this as a set position, Education, Health and Human Development preferred option 2, but again were not strongly opposed to option 1, Law preferred option 1, Business, Science and the UCSA Executive were split, although those who worked in collaboration with Lincoln favoured option 2. Arts marginally preferred option 1.

Mrs Eleri Nugent
Acting Secretary
Te Poari Akoranga – Academic Board
16 October 2017

TEMPLATE 6

GRADUATING YEAR REVIEW

2017

DETAILS

Current Year	2017
Name of Programme	Master of Commerce
Original Programme Identifier	07 UC/11 MCom/1, 08 UC/11 BCom(Hons)/1,
Name of Self-Review Coordinator and position held	Dr. W. John Hopkins (Associate Professor, School of Law)

1. PROGRAMME STATEMENT

(a) Description

The programme separated the areas of Accounting, Taxation, and Information Systems in the list of subjects for the Master of Commerce (MCom) and BCom(Hons) degrees. Previously this degree was awarded in the subject of Accounting and Information Systems. The proposal thus aligned the MCom and BCom(Hons) qualifications to the sub-disciplines recognised within the Department of Accounting and Information Systems (ACIS) and the College of Business and Economics.

The introduction of an MCom in Accounting/Taxation/Information Systems highlighted the opportunity for graduate students who specialised in Accounting, Taxation or Information Systems to be awarded their degree in their specific subject area.

More broadly, it reflected the strategy of the University of Canterbury to be more responsive to and clearer in the global market of English-language qualifications. The programme change also reflected the teaching and research specialisations of academic staff.

(b) Achievement

The aims of these new BCom(Hons) and MCom programmes and their academic rationales are consistent with the existing MCom and BCom(Hons) programmes offered in the Department of ACIS, and are the same as for those students who completed their MCom programme under the previous subject areas of ACIS. They are also consistent with the existing graduate profile for the degrees of MCom and BCom(Hons) that has been adopted by the Faculty of Commerce.

The original proposal predicted around 2-5 EFTS for the combined MCom subject areas of Accounting, Taxation and Information Systems on the basis of historical data. Growth was expected due to increased publicity around the new subject areas. This has occurred with a combined total of 3.3 EFTS in 2013, rising to 13.5 in 2015 and dipping slightly to 10.4 in 2016.

The BCom(Hons) proposal predicted a combined total of 25-30 EFTS based upon historic data. In practice the BCom(Hons) programme enrolments across the three new subjects have declined from 11.2 in 2013 to 2 in 2016. This is a serious shortfall, and in 2016 only the BCom(Hons) programme in Accounting had any students enrolled. This calls into question the viability of the BCom(Hons) programme. In response, the Programme Coordinator commented that the Department of ACIS instituted the honours degree in the 1990s when NZICA started requiring four years of tertiary study as their entry requirement – brighter

students fulfilled their fourth year by taking honours rather than additional undergraduate courses. Prior to that there was just the two-year MCom, and the numbers averaged two to three or so per annum. The reason for the fall in BCom(Hons) numbers is that the NZ Institute of Chartered Accountants (NZICA, now rebranded Chartered Accountants of Australia and New Zealand (CAANZ)) changed their professional entry requirement from four years to three years of university study for students commencing their tertiary accounting study in or after 2012, resulting in a fall in demand. However, honours is not just a terminating degree for those who start an MCom and fail to make progress. Some students start an MCom and then get a job, and so decide to drop back to honours and finish within a year. Other students do not have adequate grades to enter postgraduate study. If they are just a little under a 6.0 GPA, we suggest they do the first semester as a COP, and then allow them to enrol in honours if they get a B+ average for the semester 1 courses. For those who just scrape in (with 6.0) we suggest they enrol in honours, but if they do very well in semester 1 courses, and have a substantial project, they may be allowed to upgrade to MCom, and stay the extra eight months or so to finish the longer thesis. The introduction of a 180 point Masters provided students with an alternative to the BCom(Hons) and further affected enrolments in the BCom(Hons).

As the MCom and BCom(Hons) are subject to an Assurance of Learning (AoL) process as part of the Association to Advance Collegiate Schools of Business (AACSB) accreditation, the panel was able to use this material to assess the achievement of Learning Outcomes on the programmes. These were recognised as being achieved in both the BCom(Hons) and MCom programmes (including those in Accounting, Taxation, and Information Systems).

The grading for MCom seems consistent with that expected for a degree of this level.

As the number for the BCom(Hons) are so small it is difficult to pass meaningful comment upon the grading spread, but the panel saw no evidence of there being a problem in this regard.

We accept the reports outlining suitable library support and the University more generally.

The split into the three subject areas comprised existing courses, so there were no significant issues with curriculum implementation.

(c) Changes

A new 180-point MCom degree was introduced in 2014. This degree shares 90 points with the BCom(Hons) degree including four 15-point courses and a 30-point research methods course, and also includes a 90-point thesis (ie the main difference between the two degrees is the substitution of a 90 point thesis for a 30 point research project). The old 240-point MCom degree continues to be offered. As already noted, this change directly impacted the number of enrolments in ACIS BCom(Hons).

2. REVIEW PROCESSES

(d) Account of Review Processes

The review team comprised Dr. John Hopkins (Law), Dr. Rob Vosslamber (ACIS) and Dr. Stuart Wise (School of Teacher Education). The panel represented an appropriate blend of both discipline-specific and related knowledge. The panel undertook the review collectively and was chaired by Dr. John Hopkins.

The review team was supported by Dr Ross James (Dean of Business) and Annette Wanty (The Dean's P.A.) who provided the relevant data and documentation. Additional questions were asked of the programme co-ordinator.

3. REVIEW OUTCOMES

(a) Acceptability

As part of AACSB accreditation, a rigorous Assurance of Learning (AoL) process is required. This report

shows achievement of Learning Goals/Outcome. For the BCom(Hons) the Learning Outcomes were positively reviewed in in 2012 (1 & 2) and 2013 (3 & 4). For the MCom all goals were surveyed in 2013. The panel was happy with the review provided by these documents. In particular the panel noted the following positive comments in relation to the MCom generally:

"Overall, MCom students have generally met or exceeded expectations for their learning goals. Only one student was consistently below expectations and this is reflected in the final mark for the student's thesis. The MCom AoL has been assessed using the thesis only as a capstone course. It would be useful in future to assess some of the other courses, particularly in areas such as ethics as indicated in the results for learning goal 3, or analysis of academic literature in learning goal 2."

It is the assumption of the panel that these wider recommendations will be applied to the MCom as a whole through the current programme review.

Little student course evaluation was provided and due to the small number of students enrolled in the MCom and BCom(Hons) courses some of them were withheld. The two that were provided confirmed the overall comments of the AoL report.

The Graduate Destination Survey (GDS) also provided positive confirmation that the Learning Outcomes were being achieved. For example 90% of student respondents across both the MCom and BCom(Hons) either somewhat (50%) or strongly (40%) agreed that "the course assessments required me to demonstrate knowledge and skills gained from my programme of study". Unfortunately the GDS is not delineated by subject and thus more specific comments cannot be made. Nevertheless, the positive results are so universal that they must include the MCom programmes in Accounting, Taxation, and Information Systems. The small number of BCom(Hons) students makes the panel less confident in this regard but it is likely to be the case given the few negative responses.

(b) Assessment and Moderation Procedures

Assessment processes are consistent with the current MCom thesis and BCom(Hons) programmes offered by the Department of ACIS, and are governed by the regulations for the Degree of Master of Commerce and the Degree of Bachelor of Commerce with Honours.

Assessment of the MCom thesis is assessed by one internal examiner (who cannot be the student's supervisor) and one external examiner.

Grade distribution across the MCom is good with a high level of success.

(c) Data

Table 1: Numbers enrolling and completing MCom (Accounting)

Year	Projected No. Enrolling (total)	Actual No. Enrolled	Full-time	Part-time	EFTS	No. Completed	Withdrawals
2014	2-5 EFTS	5	3	2	4.5	1	0
2015	2-5+ EFTS	10	6	4	7.4	3	1
2016	2-5+ EFTS	4	1	3	2.9	1	0

Table 2: Numbers enrolling and completing MCom (Taxation)

Year	Projected No. Enrolling	Actual No. Enrolled	Full-time	Part-time	EFTS	No. Completed	Withdrawals
2014	2-5 EFTS	2	2	0	1.8		0
2015	2-5+ EFTS	3	1	2	1.4	2	0
2016	2-5+ EFTS	2	0	2	1.1	1	0

Table 3: Numbers enrolling and completing MCom (Information Systems)

Year	Projected No. Enrolling	Actual No. Enrolled	Full-time	Part-time	EFTS	No. Completed	Withdrawals
2014	2-5 EFTS	1	0	1	0.3		0
2015	2-5+ EFTS	5	2	3	3.5		0
2016	2-5+ EFTS	7	1	6	3.4	1	0

Table 4: Numbers enrolling and completing BCom(Hons) (Accounting)

Year	Projected Total No. Enrolling	Actual No. Enrolled	Full-time	Part-time	EFTS	No. Completed	Withdrawals
2014	25-30 EFTS	6	5	1	4.7	5	0
2015	25-30 EFTS	7	4	3	2.4		0
2016	25-30 EFTS	2	1	1	1.0	1	0

Table 5: Numbers enrolling and completing BCom(Hons) (Taxation)

Year	Projected Total No. Enrolling	Actual No. Enrolled	Full-time	Part-time	EFTS	No. Completed	Withdrawals
2014	25-30 EFTS	1	1	0	0.9		0
2015	25-30 EFTS	3	2	1	2.1	2	0

Table 6: Numbers enrolling and completing BCom(Hons) (Information Systems)

Year	Projected Total No. Enrolling	Actual No. Enrolled	Full-time	Part-time	EFTS	No. Completed	Withdrawals
2014	25-30 EFTS	1	1	0	0.9		0
2015	25-30 EFTS	1	0	1	0.1		0

(e) Programme Evaluation and Review

On the basis of the Graduate Destinations Survey (GDS), student feedback and accreditation and review by the AACSB, the panel regards the MCom programmes in Accounting, Taxation and Information Systems as robust and successful subjects in the MCom programme. The lack of delineation between the subjects in the GDS and student feedback makes detailed analysis difficult but on the basis of the generally supportive comments made across all the surveys the panel is happy to endorse the new MCom subjects. The overall MCom has robust learning outcomes which are reviewed both through the AACSB process and the CUAP periodic review.

In relation to the BCom(Hons), although the Learning outcomes do seem to be achieved, the lack of student enrolments both makes the programme more difficult to review and its viability questionable. However, in light of the discussion above, the BCom(Hons) does provide a valuable opportunity for students, which, given the substantial overlap with the MCom requires no additional resourcing.

(f) Continuation or Discontinuation

UC/17

The panel recommends that the MCom and the BCom(Hons) in the subjects of Accounting, Taxation and Information Systems be continued.

TEMPLATE 6
GRADUATING YEAR REVIEW
2017

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

DETAILS	
Current Year	2017
Name of Programme	Master of Counselling (MCOUNS)
Original Programme Identifier	CN0956
Name of Self-Review Coordinator and position held	Associate Professor Judi Miller – Programme Coordinator

1. PROGRAMME STATEMENT

(a) Description

The Master of Counselling was proposed to CUAP in 2012 and first offered in 2013. The degree was developed to replace the Master of Education (with Certificate in Counselling) to bring the degree offered at the University of Canterbury into line with the Master of Counselling degrees offered at the Universities of Auckland, Waikato and Massey. The aim was to expand the professional counselling content and address the needs of students interested in gaining a postgraduate degree for employment as counsellors in schools, community and health agencies or private practice. Alongside this aim, was an expectation that the structure of the degree would lead to an increase in the focus on bi-culturalism within counselling and provide strong collaborative links with the community and professional bodies. The inclusion of a 90 point research portfolio/thesis repositioned the degree as a research masters with the intention of increasing practice-based research outputs.

Structure of the Degree

The course of study for the Master of Counselling comprises 240 points/2 EFTS.

In 2013, the structure was as follows;

Requirements for Part I

a. Compulsory courses
   (HLTH481, COUN675, COUN678, COUN679,) as specified in the Schedule to the Regulations totalling 90 points/0.75 EFTS
b. An approved research methods course of at least 15 points/0.125 EFTS
c. One additional approved course of at least 15 points/ 0.125 EFTS

Requirements for Part II

d. COUN676 Professional Counselling Practice II, 30 points/0.25 EFTS; and
   Either
e. COUN698 Professional Counselling Research Portfolio, 90 points/0.75 EFTS *OR*
f. COUN697 Thesis, 90 points/0.75 EFTS

The degree was structured to enable students who were not initially selected into the programme to enrol in a number of the compulsory taught courses (HLTH481, COUN678, COUN679) and/or the optional course, COUN677, and/or a research methods course (EDEM693, EDEM697, EDEM698 or another approved course). Students who completed these courses could then apply for selection into the limited-entry course (COUN675) and if they were not selected into the programme could exit with a PGCertHealSc, or PGCertEd

or continue with courses to complete postgraduate diplomas. Another key element of the degree was that courses were taught in day-long blocks thus enabling students from out of the region to enrol. Given that the Master of Counselling is the only postgraduate degree offered in Te Wai Pounamu/South Island this teaching approach was regarded as most important.

(b) Achievement

Based on the data received from Academic Services Group, 12 students completed the MCOUNS between 2014–2017. The majority of students enrol part time because they are mature students with family and work commitments. The graduating students were highly successful with 8 students graduating with 1st class honours and the remaining with 2nd class honours.

This programme continues to generate strong interest from students as can be seen in the 2016 (and 2017) enrolments. It is attracting more students from outside of Christchurch from as far afield as Invercargill and Auckland. Some of this is due to word of mouth with others from the same agency enrolling in the open courses and subsequently applying to the programme.

The development of the Master of Counselling, with the inclusion of COUN672: Supervision and Reflective Practice, has made for a robust and highly regarded training programme, as evidenced in the securing of employment by graduates, and the wide range of placement opportunities available to students. With the further addition of a Treaty of Waitangi workshop and Māori clinical supervision in 2018 an application will be made for programme accreditation with the New Zealand Association of Counselling. This will be a significant endorsement of the quality of the programme, and will have important implications for students, allowing them immediate provisional membership with the national association.

(c) Changes

Due to the resignation of a key staff member at the beginning 2012, COUN677 Contemporary Approaches to Counselling was not offered in 2013 and has now been removed from the degree.

Student feedback at the end of 2014 alerted us to difficulty students were having when searching for a 15 point optional course. Our intention had been to enable students to use this option to focus on a study area of their own choosing. As there were very few 15 point options, many chose to engage in an independent study with one of the counselling staff as their supervisor. This increased the workload of counselling staff. In addition, the introduction of a Noho Marae in COUN675, meant that there was insufficient time to include appropriate clinical supervision to students in their placements. As a result, in 2015, the 15 point course COUN672 Counselling Supervision and Reflective Practice was introduced first as a special topic and then as a compulsory course. Students and placement supervisors have indicated their support for this inclusion as our graduates are much more prepared for the workforce.

Also in 2014, student feedback indicated that many students needed part-time employment to support their financial investment in the degree and were unable to complete the Part II internship (COUN676 Professional Counselling Practice II) full time. Regulations were introduced to enable students to complete this course over two years. This resulted in the introduction of two 15 point courses, (COUN673 Part A, and COUN674 Part B). As shown in Table 1 and 2 in Section 3(c), approximately half of each year's limited entry cohort take advantage of this enrolment policy.

2. REVIEW PROCESSES

Account of Review Processes

A formal review panel was constituted comprising: Dr Stuart Wise, School of Teacher Education (Chair); Professor Phillip Schluter (School of Health Sciences); Associate Professor Jane Maidment (School of Social Work); and Associate Professor Judi Miller (School of Health Sciences) – MCOUNS Programme Coordinator.

The panel met on 15 August. The panel reviewed the relevant documentation provided by Academic Services as well as the detailed information provided in the Programme Coordinator's self-review report.

The eleven graduates were invited to respond to an electronic Qualtrics survey. Graduates were asked to rate how well they felt the programme enabled them to meet the graduate attributes, to comment on each

of the graduate attributes, and to provide constructive comments on the overall programme. Four responses were received.

Four stakeholders/employers were invited to comment on the quality of graduates and their readiness to practice in a professional capacity as counsellors in the community. One employer was unavailable (but indicated their approval of the programme), one met with the panel in person and two participated via individual Skype interviews.

The panel also met with one fulltime staff member teaching into the qualification.

3. REVIEW OUTCOMES

(a) Acceptability

The MCOUNS is highly relevant for graduates. It was very evident that whilst the programme prepared highly effective graduates, stakeholders indicated that the placements of interns in their workplaces "was mutually beneficial." This successful relationship demonstrates the well-developed community engagement between the degree programme and the profession.

Feedback was received from 36% of the graduating students and this proved to be generally positive. The respondents indicated that the degree helped them develop the characteristics outlined in the graduate profile. In particular they identified the readiness to practice that the qualification provided with the solution-focused approach to counselling being particularly useful in their work.

Comments from employers/stakeholders strongly endorsed the quality of the graduates indicating that they met the characteristics noted in the graduate profile. They too identified the solution-focused underpinnings in the qualification being a real strength.

Comments were also made that the change from the MEd (Certificate in Counselling) to the Master of Counselling has been a positive step resulting in students being more focussed on counselling and coming to practicum with stronger academic underpinnings supporting their practice.

(b) Assessment and Moderation Procedures

Courses are assessed using a blend of essays, tests, oral and written presentations, case study reports, live counselling sessions and research portfolios.

The thesis component of the MCOUNS (COUN697 & COUN698) is managed through the UC postgraduate office, including monitoring of progress reports and timeliness of completion. For the co-coded course (HLTH481) moderation is achieved with multiple markers meeting to discuss grades.

(c) Data

Please note that Table 1 includes all students who were enrolled in the open entry counselling courses, and the numbers are greater than those accepted into the limited entry courses. Those not accepted into the limited entry programme either graduate with a Postgraduate Certificate/Diploma, or transfer to another programme. Table 2 provides details of enrolment and completions in the limited entry programme.

Table 1: Summary of overall enrolments in the Master of Counselling including open entry courses

Period Year	Enrolled Headcount (all Counselling Courses)	EFTS
2013	17	11.5
2014	25	14.9
2015	34	16.1
2016	41	18.5

Table 2: Summary of completions in relation to limited-entry enrolments by cohort year (Headcount)

Period Year	Limited Entry	Completed Part 1	Completed MCOUN	MCOUN In Progress	Completed Other Qualification	Withdrawn, Transferred
2013	17	16	7	2	6*	2

2014	10	8	3	5	1	1
2015	8	7	2	5	0	1
2016	9	9	0	9	0	0
Total	**44**	**40**	**12**	**21**	**7**	**4**
Percentage of limited entry enrolments		*91%*	*27%*	*48%*	*16%*	*9%*

** Includes transition year students who had the option of either MCOUN or MEd (with Cert. in Counselling).*

Overall completion rates are satisfactory given that most students study part-time and take 3 or 4 years to complete as they need to gain professional experience in the field as part of their studies. To date, 91% of all limited entry students have completed their Part 1 requirements; 75% of limited entry students have either completed the MCOUN or are on track to complete this; with a further 16% having transferred to and completed an alternative qualification (usually MEd). A small number of students have withdrawn, suspended their studies or transferred to other qualifications but not yet completed these.

The distribution of grades is as expected.

(d) Programme Evaluation and Review

This programme is meeting its projected numbers. This is a limited entry programme and there are always more applications than there are places in the limited entry courses.

The programme is highly regarded by students and stakeholders/employers as well as within the School of Health Sciences. The panel wish to endorse the comments from students and stakeholders/employers as regards the quality of the award. The review panel highlight the following points for consideration by the School:

- Extending bicultural content to strengthen the degree so students are more bi-culturally confident and competent. This will also contribute to strengthening the application for accreditation with the New Zealand Association for Counselling.
- The number of students completing the degree part-time is consistent with other practice-based postgraduate qualifications offered by other providers nationally.
- There is a real willingness from some stakeholders to participate in innovative developments to support the programme. An example here is the desire for one school with close connections to the programme offering to participate in a new initiative to aid registration with NZAC.
- Thought must be given to the ongoing resourcing of the qualification. To be able to continue to meet the graduate profile, consideration must be given to establishing an appropriate staffing allocation.

(e) Continuation or Discontinuation

The review panel recommends the continuation of the Master of Counselling (MCOUNS).

TEMPLATE 6

GRADUATING YEAR REVIEW

2017

DETAILS

Current Year	2017
Name of Programme	PhD
Original Programme Identifier	06 UC/11- PhD/2
Name of Self-Review Coordinator and position held	Dr. W. John Hopkins (Associate Professor, School of Law)

1. PROGRAMME STATEMENT

(a) Description

This change was part of a suite of changes introduced in 2011 to the overall degree structure within the Faculty of Commerce, in which a series of majoring subjects were created and discontinued. Three new PhD majors were created: Accounting, Taxation and Accounting, and Information Systems; while the existing major in Accounting and Information Systems was no longer available for new enrolments in preparation for it to be discontinued.

This aligned the PhD degree with the changes to the subject designations within the Faculty of Commerce whereby the PhD will be awarded in the subjects of Accounting, Taxation, and Information Systems, and will no longer be awarded in the subject of Accounting and Information Systems. The change ensures that the Doctor of Philosophy degree reflects the changes to the structure of associated higher degrees (i.e. Master of Commerce) in respect of majoring subjects.

The change clarified the PhD qualification in terms of sub-disciplines recognised within the Department of Accounting and Information Systems and the College of Business and Economics. It reflected the strategy of the University of Canterbury to be more responsive to and clearer in the global market of English-language qualifications. For students and academics it is a rational follow-on from other degree level qualifications such as the Bachelor of Commerce with Honours and the Master of Commerce. The changes reflect the teaching and research specialisations of academic staff.

(b) Achievement

The aims of the programme and academic rationale are consistent with the existing PhD programme offered in the Department of Accounting and Information Systems and will be the same as for those students who have already completed their PhD programme of study in Accounting and Information Systems.

The objective of the introduction of a PhD in Accounting / Taxation / Information Systems is to highlight the opportunity for postgraduate students to specialise in Accounting, Taxation or Information Systems and to be awarded their degree in their specific subject area (i.e. Accounting, Taxation or Information Systems). This award will also recognise each of the three subject areas – Accounting, Taxation, and Information

Systems – as independent of and distinguished from the combined discipline of Accounting and Information Systems in which the subjects of Accounting, Taxation and Information Systems have traditionally been included as sub-disciplines at the University of Canterbury.

The success rate for the PhD programmes is consistent with that expected.

We accept the reports outlining suitable library support and the University more generally.

The split into the three subject areas comprised existing courses, so there were no significant issues with curriculum implementation.

The expected growth in EFTS has not materialised but the number enrolled remains in line with historic expectations (10 students/6.7EFTS in 2016).

(c) Changes

There have been no changes to the PhD programme since the introduction of the new subject areas.

2. REVIEW PROCESSES

(d) Account of Review Processes.

The review team comprised Dr John Hopkins (Law), Dr Rob Vosslamber (ACIS) and Dr Stuart Wise (School of Teacher Education). The panel represented an appropriate blend of both discipline-specific and related knowledge. The panel undertook the review collectively and was chaired by Dr John Hopkins.

The review team was supported by Dr Ross James (Dean of Business) and Annette Wanty (The Dean's P.A.) who provided the relevant data and documentation. Additional questions were asked of the programme co-ordinator.

3. REVIEW OUTCOMES

(a) Acceptability

As part of AACSB accreditation, a rigorous Assurance of Learning process is required across the entire teaching portfolio, including the PhD. For the PhD all goals were surveyed in 2016. The panel was happy with the review provided by these documents. In particular the panel noted the following positive comments in relation to the PhD generally:

"Overall results were within School guidelines with over 70% of students meeting expectations."

The panel recognised the ongoing commitment to constant review of the student outcomes recorded in these reports.

No student course evaluation was provided (due to the small size of the programme).

No Graduate Destination Survey information was provided. Only one student has completed within the timeframe.

(b) Assessment and Moderation Procedures

Assessment processes will be consistent with the current PhD thesis programmes offered by the Department of Accounting and Information Systems, and are governed by the regulations for the Degree of Doctor of Philosophy.

Assessment of the PhD is undertaken by two external examiners (one is usually from overseas).

The success rate for the programme is within the expected range.

(c) Data

Table 1: Numbers enrolling and completing PhD (Accounting)

Year	Projected No. Enrolling (total)	Actual No. Enrolled	Full-time	Part-time	EFTS	No. Completed	Withdrawals
2015	8-12 Headcount	6	1	5	3.1		1
2016	8-12 Headcount	6	2	4	3.9		0

Table 2: Numbers enrolling and completing PhD (Taxation)

Year	Projected No. Enrolling	Actual No. Enrolled	Full-time	Part-time	EFTS	No. Completed	Withdrawals
2016	8-12 Headcount	2	1	1	0.9		0

Table 3: Numbers enrolling and completing PhD (Information Systems)

Year	Projected No. Enrolling	Actual No. Enrolled	Full-time	Part-time	EFTS	No. Completed	Withdrawals
2014	8-12 Headcount	3	2	1	1.9	1	0
2015	8-12 Headcount	2	2	0	2.0		0
2016	8-12 Headcount	2	2	0	1.9		0

(e) Programme Evaluation and Review

On the basis of existing quality assurance mechanisms for the PhD at the UC level and the accreditation and review by the AACSB, the panel regards the PhD programmes in Accounting, Taxation and Information Systems as robust and successful subjects in the PhD programme.

(f) Continuation or Discontinuation

The panel recommends that the PhD in the subjects of Accounting, Taxation and Information Systems be continued.

TEMPLATE 6
GRADUATING YEAR REVIEW
2017

UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

DETAILS

Current Year	2017
Name of Programme	PhD Water Resource Management
Original Programme Identifier	Water Resource Management PhD
Name of Self-Review Coordinator and position held	Peyman Zawar-Reza (Chair) Head of Department – Geography/Gateway Antarctica

1. PROGRAMME STATEMENT

(a) Description

The Waterways Centre for Freshwater Management (WCFM) was created in 2009, as a joint teaching and research centre based at both University of Canterbury (UC) and Lincoln University (LU). The Centre was created in response to pressure from water industries, research institutes, community groups, iwi and regulatory bodies to provide a focus for academic research and education on sustainable management of freshwater resources. Sustainable management must ensure that the needs of the whole community are addressed, the life supporting capacity of the water is maintained, and cultural, aesthetic and recreational values are protected. This cannot be achieved without a well-educated and well-informed workforce (and public) with a better ability to innovate, coordinate, adapt and manage future water problems. A professional workforce requires postgraduate level training in freshwater management; qualifications not offered by any other NZ University but developed by the Waterways Centre in 2010/11. The Master, PGDip and PhD in Water Resource Management (WRM) were first offered in 2011/12.

The PhD WRM qualifies graduates to fill research positions in CRIs and Universities, to teach in the latter, as well as fill decision-making positions in regional councils, government agencies, consultancies and industry research agencies. It is our opinion that the PhD WRM does not compete with PhDs in complementary programmes; current students have come to the PhD explicitly to research freshwater issues and/or to work with specific Waterways academics. We feel the PhD has generated new research as originally planned, offering opportunities for students to undertake freshwater research outside of the established areas of freshwater expertise within the existing schools and departments. Two PhD students (of the five current PhD students) are studying under Ngai Tahu research scholarships, fulfilling our vision for engagement and capacity building for Maori.

There have been no significant changes to the programme as proposed to CUAP in 2011. Applications to, and enrolments for the degree have risen steadily since 2012 when it was first offered; in 2016 there were 6 enrolments in the PhD WRM. This is consistent with the enrolments anticipated in the original proposal to CUAP (maximum 5 per year in first few years). All PhDs are supported by scholarships and one is an international enrolment. We estimate 80% of international applications are declined due to inappropriate backgrounds and/or academic achievement, or our inability to engage an appropriate

willing main supervisor.

The main limitations to the growth of the PhD WRM programme will continue to be:

- Attracting high quality students to this programme. Internally, at least, the best students often want to stay within the discipline of their original degree.
- Finding willing supervisors, within the Waterways Centre's membership, in areas of appropriate expertise. There is currently limited or no supervision available in important areas for freshwater management, such as (for example) applied microbiology, algal and aquatic plant biology (after Ian Hawes departure), and freshwater economics.

This review does not include the Lincoln University PhD. This is because the PhD at Lincoln University is not specifically a PhD in Water Resource Management. As of 2016, we do have a WRM staff member (our Senior Tutor) enrolled Part-Time in a PhD on freshwater at Lincoln University. However, as she is supervised by staff in the Department of Environmental Management, this does not register formally as a PhD in Water Resource Management.

(b) Achievement

Goals as stated in the CUAP documentation

The goal of the programme was to prepare graduates for a professional research or teaching career in water resources management, as might be embarked upon with universities, CRIs, industry research agencies, NGOs, government agencies or iwi resource management agencies.

The academic rationale was that in order to contribute constructively to water resource management a more interdisciplinary approach was required. The PhD WRM can make full use of the wide range of disciplines and expertise available within the Waterways Centre's membership group. To date most PhD WRM research has been principally supervised by WCFM core staff members; particularly Prof. Jenny Webster-Brown and Prof. Ian Hawes. Supervisory teams have, however, also included staff from Biological Sciences and Chemistry at UC, and Environmental Management at LU, as well as external specialists from Cawthron Institute, ESR (the Institute of Environmental Science and Research) and CRL.

We believe the programme's goals are being achieved, as both of our graduates to date are now employed by research organisations specialising in freshwater issues; ESR and Cawthron Inst. Our graduates have expressed satisfaction with the preparation that we have given them for their employment in this field. Positive trends in both enrolment and completions are evident with two enrolments in 2011, 4 further enrolments in 2014 and a further new enrolment in 2015. We also believe graduates are mostly meeting the attributes listed in the graduate profile. There is further comment on this in the Evaluation section.

(c) Changes

No changes have been made to the PhD WRM as proposed to CUAP.

2. REVIEW PROCESSES

Account of Review Processes.

The PhD WRM is now five years old and due for a Graduating Year Review. For this GYR, a panel of external academics was convened to assess the programme and report its findings. The panel consisted of the Chair, Peyman Zawar-Reza (UC external academic, Geography), Stefanie Rixecker (external stakeholder, ECAN), Mike Hickford (UC external academic, Biological Sciences), Suellen Knopick (Waterways Administrator), and

Lisa Carter (Postgraduate Dean's office, secretary). The first stage of the review was to compile data provided by UC and elicit student and academic judgements as to the value of the PhD WRM (refer Appendices). The Director of the Waterways Centre, two academics who contribute to the programme (Sally Gaw, Jon Harding), three PhD candidates, and the Dean of Postgraduate Research (Jon Harding) were interviewed by the panel. Additional interviews were held with a PhD graduate (email) and current student (phone). The resulting information was presented at a panel meeting held September 15, 2017, at the University of Canterbury. Results of the panel review are presented below.

3. REVIEW OUTCOMES

(a) Acceptability

We commend Professor Jennifer Webster-Brown and the staff of Waterways for delivering a new *high quality* programme of study. Overall, the programme is meeting the intended learning goals (some suggestions for further improvement are offered below). Professor Webster-Brown noted that a great deal of work has gone into getting this programme up and running, but they are surviving despite significant challenges, such as administrative issues between UC and Lincoln. It was also noted that it appears there is little capacity at Lincoln University to take on any more students, which might impact programme growth

(b) Assessment and Moderation Procedures

The original plan for monitoring programme quality was that in addition to the regular reporting processes that form the PhD (proposal, PhD confirmation, progress reporting, and external examination), graduates would be surveyed upon graduation and again two years later. As both graduates only graduated in 2017 this is taking place as part of this review.

All PhD students have had successful confirmations, with only one having needed additional monitoring after the first year. That student is on target to graduate in January 2018. Progress reporting for all students indicates good progress toward their PhDs completion. External examinations have not uncovered any issues in the quality of the PhDs being awarded.

(c) Data

Table 1: Numbers enrolling and completing in PhD WRM (all at UC).

Year	Projected No. Enrolling	Actual No. Enrolled	Full-time	Part-time	EFTS	No. Completed	Withdrawals
2012		2	1	1		0	0
2013	5	2	1	1		0	0
2014	5	6	4	2		0	0
2015	5	7	5	2		0	0
2016	5	5	4	1		2	0
2017	5	5	4	1		0	0

(d) Programme Evaluation and Review

The panel believes that the programme is meeting the requirements and the goals of the original application. There has been no significant changes made since the approval stage to the programme. The graduates have met the programme specific profile, but we note that it can be further enhanced by integrating mechanisms to highlight how graduates meet bullet point 2 of the Profile *(Contribute effectively*

to the decision-making processes related to freshwater allocation, quality and conservation; understanding the relationship between scientific information and its use in planning and the development of environmental policy), and further opportunities should be given for bullet point 4 (*Teach and supervise research of students at tertiary level in this field*).

Despite the administrative problems associated with working across two universities, as noted by the Director, the PhD candidates stated that research facilities provided by Lincoln University are extremely useful.

By examining the two submitted theses, panel members noted the high quality of the science and explicit engagement with stakeholders – there is clear evidence of the application of science towards real-world issues and future use of technology to solve them. Interdisciplinary research was there, but not explicit. The Panel suggested that this aspect could be highlighted more at the write-up stage with the current candidates. Enhancing these dimensions, from PhD proposal to defence stages, would ensure that the distinctive contribution of the PhD WRM is ensured and enhanced.

The three interviewed candidates felt well-supported, commenting on some problems with differing supervisory styles, but felt an overall balance with supervisor's engagement. The pre-PhD background of each of the students interviewed was fine with most having spent time away from academia before coming back to take on a PhD. They did express a clear need for guidance on co-authorship of academic papers. The panel noted that international PhD students may need extra support to come up to speed at least in the New Zealand freshwater context in order to integrate the research with policy/planning and stakeholders.

The panel recognises the candidates are highly employable, but notes that the programme is under-delivering, given the need of such graduates in New Zealand. The panel suggests that the programme seeks to double the current numbers within the next 5 years through enhancing the visibility of this programme. This could be achieved by further advertising and engaging with the College of Science's Academic Business Development Manager, and working with stakeholders, exploring options for attracting more PhD students through NZAid scholarships.

The panel noted a need to better understand the relationship between water resource management and Iwi. Within the Canterbury region, an enhanced (or more explicit) relationship with Te Rūnanga o Ngai Tahu, Ngai Tahu papatipu rūnanga and/or the Water Zone Committees across the Canterbury region would enhance this dimension. For students working outside the Canterbury region, consideration of iwi-related matters should be undertaken in the context of the local iwi or hapu. An enhanced understanding of, and respect for, Mātauranga Maori, would be beneficial for those undertaking topics based in Aotearoa New Zealand.

We also encourage the Centre to consider providing teaching opportunities for the candidates. This appeared to be limited, and the candidates would welcome the chance to include this as a skill set as part of the PhD programme. This is particularly pertinent for those seeking an academic career.

Further, we note the challenges of securing supervisors for potential PhD candidates. The Director noted that there is a committee that can be utilised, whereby the 50+ potential supervisors (internal and external to Universities) could be called upon. The Panel recommends that this be undertaken, both to enhance the breadth of topics and to help grow the total number of PhD students.

(e) Continuation or Discontinuation

Based on the data we have available and the positive outcome of the interviews, we recommend that the PhD in Water Resource Management be continued.