
EMBARGOED UNTIL 4pm WEDNESDAY 28 FEBRUARY 2018

Agenda

Date **Wednesday 28 February 2018**

Time 4.00pm

Venue Council Chamber, Matariki

Refer to
Page No.

1. APOLOGIES:
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 (31 January 2018) 1-4
4. MATTERS ARISING

PART ONE: REPORTS

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 - 5.2 Council Appointments Statute 7-16
 - 5.3 2017 Council Work Plan
6. FROM THE VICE-CHANCELLOR
 - 6.1 Monthly Report 17-46
7. FROM THE AUDIT AND RISK COMMITTEE
 - 7.1 Adoption of Annual Report (following discussion in Public Excluded)
8. FROM THE ACADEMIC BOARD 47-51

9. 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 31 January 2018 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 6.1	From the Chancellor Emeritus Professor nomination	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. 8.1 8.1.1 8.1.2 8.1.3 8.1.4 8.1.5 8.1.6 8.2 8.3	From the Finance, Planning and Resources Committee UC Futures - UC Futures Summary - GOG agenda - GOG Quarterly Scorecard -GOG Issues and Opportunities Report - Milestone Report to December 2017 - Rehua Milestone Update CETF IQA UC Trust Funds Quarterly Report to 31 December 2017	To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry out, without prejudice or disadvantage, commercial activities. 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. 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. 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 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(h) 7(h) 7(h) 7(f)(i) 7(f)(i) 7(h) 7(f)(i) 7(f)(i) 7(h)
9. 9.1 9.2 9.3 9.4 9.5 9.6	From the Audit and Risk Committee Minutes 7 February 2018 Draft Minutes 19 February 2018 Annual Report 2017 Representation arrangements NZX Announcement Bond Trust Deed Compliance Declaration and Representation letter	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 free and frank expression of opinions by or between or to members or officers or employees of the University. 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. To enable the University to carry out, without prejudice or disadvantage, commercial activities. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(f)(i) 7(f)(i) 7(f)(i) 7(h) 7(h) 7(h)

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.

10. REPORT FROM THE PUBLIC EXCLUDED SESSION
11. GENERAL BUSINESS
12. NEXT MEETING –Wednesday 28 March 2018

Minutes

Date	Wednesday 31 January 2018
Time	4.00 pm
Venue	Council Chamber, Level 6 Matariki
Present	Dr John Wood (Chancellor), Dr Rod Carr (Vice-Chancellor), Mr Peter Ballantyne, Professor Roger Nokes, Mr Warren Poh, Mr Josh Proctor, Mr Shayne Te Aika, Mr Steve Wakefield.
Apologies	Ms Sue McCormack (Pro-Chancellor) Dr Rosemary Banks Ms Catherine Drayton Mr Malcolm Peterson Scott
In Attendance	Mr Jeff Field, University Registrar Professor Ian Wright, Deputy Vice-Chancellor Mr Keith Longden, Chief Financial Officer Mr Darryn Russell, Acting Executive Director Learning Resources Dr Andrew Bainbridge-Smith, Academic Registrar Ms Robyn Nuthall, UC Futures Programme Manager Mr Bruce White, Deputy Registrar
CONFLICTS OF INTEREST	No conflicts of interest were noted by Council members or the advisors to Council in respect of the public agenda.
MINUTES	The minutes of the meeting held on 29 November 2017 were approved and signed as a correct record.
MATTERS ARISING	There were no matters arising.
FROM THE CHANCELLOR	Degrees conferred in absentia The Chancellor advised Council that the schedule of degrees awarded in absentia had been approved and the names of the graduates were entered into the public record. Council Work Plan 2018 An updated copy of the Work Plan was tabled and Mr Field advised Council of the changes that had been made.

FROM THE VICE- CHANCELLOR

Dr Carr provided an oral update to Council. He advised that:

Applications to Enrol (ATE)

- Applications had been open for 18 weeks (of a 22 week cycle).
- Applications were not a predictor of final enrolment but provide an indication of student interest.
- Applications from domestic students were up 5.4% on the prior year, which suggested that an increase in enrolments could be anticipated.
- Full Fee ATE numbers were also looking positive. A different enrolment process meant a clear indication of interest would not be available until next month.
- All colleges were experiencing increasing levels of interest from potential students. Of particular note was the perception that more local students were choosing to remain in Christchurch and there was record interest from Wellington students.
- The accommodation halls had been over-subscribed. There were some beds available in the new Hayashi complex.

Regulation Change

The University had a generous refund policy for students withdrawing from courses after the course change date. The implementation of the Fees Free initiative has required a re-examination of the refund policy and a recommendation that the University amends its policy to one consistent with the wider University sector.

It was also recommended that Council amend the Fees and Fines regulations with respect to fees charged to students whose residency status changed during an enrolment period.

Clause 5(b) was proposed to read:

A full-fee international student who qualifies for classification as a domestic student during their studies will become eligible for an appropriate refund. Such refund will take effect from the beginning of the next teaching period or semester, whichever was shorter. A student must:

- i. Provide evidence of their changed status prior to the end of the change of enrolment period for the next teaching period; or
- ii. In the case of a research course this will be before the end of any month.

In discussion it was noted that:

- The hardship provisions remained thereby allowing fee refunds to be considered on a case by case basis. Hardship could result from a range of situations including health, family or financial matters.
- The TEC should be officially advised of our change in policy.

Moved

That: Council

1. ***Approve the removal of Fees and Fines Regulations clauses 3(h) and 3(i) (2018 Calendar, p 29), which provides for partial refunds after the change of enrolment period.***
2. ***Approve the amendment of the regulation to Fees and Fines Regulations clause 5(b) (2018 Calendar, p 30) to remove the retrospective nature of the refund to international students changing to PR or Citizen status as proposed.***
3. ***Note that TEC would be advised of the changes to the Fees and Fines regulations.***

Carried

Updates

Dr Carr outlined the major events leading into the commencement of the academic year including:

- Opening of the Ernest Rutherford building by the Prime Minister (15 February).
- University Clubs Days (22-23 February) to which Minister Hipkins was invited.
- Opening of the UC Commemorative Pathway by Mayor Dalziel (22 February).
- Opening of the School of Product Design by Minister Woods (22 March).

Progress continued on the building projects:

- Practical completion and the public use certificate had been obtained for the Civil and Mechanical laboratories and the Ernest Rutherford Building.
- The Hayashi complex would be available for occupancy in early February as planned.
- The 13 new teaching spaces and lecture theatre were forecast to be completed on time.
- The Kowhai blocks' remediation was complete.
- The UCSA project was 40 days behind programme. The contractor was exploring options to minimise the time overrun.
- Von Haast demolition was expected to commence in February. The project was running 3-4 months late due to asbestos removal being more complex than planned.
- Despite the efforts of some 220 staff on site the Rehua project continued to lag. Contingency planning for a worst case scenario was ongoing.
- The sale of land to Fire and Emergency NZ had received Secretary for Education approval and the agreement signed.

Staffing Matters:

- Professor Catherine Moran had been appointed Assistant Vice-Chancellor (Academic).
- Mr Keith Longden had been nominated for CFO of the Year.
- The Vice-Chancellor would be undertaking three recruitment and alumni visits to India, China, and UK/USA in the coming months.

Moved

That: The Vice Chancellor's Report be received.

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 29 November 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 protect the privacy of natural persons, including that of deceased 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. To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(f)(i) 7(h)
8	General Business	To enable the University to carry out, without prejudice or disadvantage, commercial activities.	7(h)

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**

Council returned to public meeting at 5.07pm.

GENERAL BUSINESS

There was no general business. The meeting ended at 5.08pm.

NEXT MEETING

The next meeting is scheduled for 4.00pm on Wednesday 28 February 2018.

SIGNED AS A CORRECT RECORD: _____

DATE: _____

Memorandum

Vice-Chancellor's Office

Email: chancellor@canterbury.ac.nz



To:	Council Members
From:	Dr John Wood, Chancellor
Date:	21 February 2018
Subject:	CHANCELLOR'S MEETINGS

I outline for you the key events I have attended on behalf of UC since my last report to Council in November 2017. I have indicated (with an asterisk) those events at which I was required to deliver a speech. Those speeches can be viewed in the "Chancellor Speeches" folder on the Council's Sharepoint site.

- Attended 2 meetings of the Vice-Chancellor Employment Committee
- Attended a meeting of the Vice-Chancellor Appointment Committee
- Presented History Department Awards
- Pro-Chancellor stood in for me to officiate at the Rotorua Graduation ceremony*
- Officiated at four Graduation ceremonies*
- Hosted the Graduation Dinner*
- Met with Rt Hon Sir John Key
- Officiated at the Pasifika Graduation ceremony
- Attended the launch of the Magna Carta book
- Filmed a welcome video, along with the Pro-Chancellor, for use in the VC recruitment
- Conduction inductions for Council member Josh Proctor and Audit and Risk co-opted member John Holland
- Attended a briefing meeting for the opening of the Ernest Rutherford building
- Attended 2 meetings of the Audit and Risk Committee
- Met with SSC to discuss VC appointment
- Chaired a meeting of the UNZ Chancellor's Group in Wellington
- Gave an address of welcome to international students*
- Attended the opening of the Ernest Rutherford building and gave an address at the unveiling of the Rutherford medals display*
- Officiated at the Transition Graduation*
- Attended a meeting of the Finance, Planning and Resources Committee
- Pro-Chancellor stood in for me at the opening of the Commemorative Cycleway*

A handwritten signature in black ink that reads 'L.J. Wood'. The signature is written in a cursive, flowing style.

Dr John Wood
Chancellor

Memorandum

Jeff Field, University Registrar

Office: Room 208, Okeover House
Phone: +64 3 364 2854 Extension: 6854
Email: jeff.field@canterbury.ac.nz



To:	University Council
From:	Jeff Field, University Registrar
cc:	
Date:	21 February 2018
Subject:	Amended Council Appointments Statute
Recommendation:	For approval

The Minister of Education, the Honourable Chris Hipkins, wrote to the Chancellor on 21 December (attached) advising of impending changes to Education Act 1989 requiring elected representatives of staff and student bodies on tertiary education governing bodies. Dr Wood referred the letter to our governance advisors Emeritus Professor John Burrows and Dr Robin Mann.

The UC Constitution provides for two elected staff members, one academic and one general, and an elected student member, which Professor Burrows and Dr Mann believe complies with the Minister's requirements. They did suggest, however, that in the interests of transparency, discoverability and accessibility there could be a small addition to the Council Appointments Statute (advice attached).

The amended statute is attached, with the changes tracked.

Recommendation

That the amended Council Appointments Statute be approved

Jeff Field
University Registrar/ Te Pouroki
Council Secretary

Office of Hon Chris Hipkins



MP for Rimutaka

Minister of Education

Minister of State Services

Leader of the House

Minister Responsible for Ministerial Services

Dr John Wood
Chancellor
University of Canterbury
Blue Ridge
215 Bay Paddock Road
RD1 Hapuku
21 DEC 2017

blue-duck@xtra.co.nz

Dear Dr Wood

As you may be aware, our Government intends to make changes to governance arrangements for tertiary education institutions (TEIs) so that staff and student representatives are required on TEI councils. This is part of our commitment to ensuring that we have world-class tertiary education institutions, and to re-affirm the important role of staff and students in institutional decision-making.

To give effect to this commitment, the Government proposes to amend the Education Act 1989 so that:

- a TEI's council must include at least one member of staff and at least one student of the institution
- these members would be appointed by the council following an election by the groups that they represent (i.e. a student representative would be elected by the student body of the TEI and the staff representative would be elected by staff members of the TEI).

I am aware that most universities already recognise the importance of having staff and student representatives on councils.

However, these proposals may still require changes to your statute, and you may need to develop processes for electing staff and students. To allow time for these changes I am proposing a transition period of six months from the date legislation is enacted.

For further information about this change, please contact Claire Douglas, Deputy Secretary, Graduate Achievement, Vocations and Careers, at the Ministry of Education. Her email is claire.douglas@education.govt.nz.

Yours sincerely

A handwritten signature in blue ink, appearing to be 'CH', with a long horizontal flourish extending to the right.

Chris Hipkins
Minister of Education

STAFF AND STUDENT MEMBERS OF COUNCIL

MINISTER'S REQUEST

Hon Chris Hipkins, the Minister of Education, has asked for assurance that tertiary institutions have staff and student members on their Councils, and that those members are elected by staff and students respectively.

Staff

The Constitution of the UC Council provides that its membership will include a permanent member of each of the academic staff and general staff, to be elected by the permanent members of the academic and general staff respectively. The Appointments and Election Statute of Council provides that “permanent member” means a continuing member of staff, whether full-time or part-time. The statute provides for an election to be conducted by the Registrar, and makes detailed provision for the process to be followed.

We consider that this complies with the Minister's requirements.

Students

The Council Constitution provides that there will be a member “appointed following an election by the students of the University”. In 2015, the first year of the new Constitution, such an election was conducted by the Registrar. However that was regarded as a temporary measure only. It was thought that the independence of the student body would be more properly recognised if the students conducted their own election, as they do in the case of all other student office-holders. Such independence contributes to student confidence in the outcome.

After discussions between the University and the UCSA Executive, a new UCSA Constitution came into effect in 2016. It contains two relevant new provisions:

- (i) One of the functions of the Student President is to be the student member of Council (clause 9.10(d)).
- (ii) The Student President is to be elected by an electorate comprising all students, and not just UCSA members (clauses 8.3 and 1.1).

Thus when the students vote they are in fact voting to fill two positions, Student President and Student Council member, both to be held by the same person. The rules and processes for the conduct of the election are contained in the UCSA Constitution and its associated Electoral Bylaws.

This arrangement is agreeable to the University. All students can vote; the Council has always regarded this as important. Moreover the presence of the Student President on Council carries mutual benefit for both Council and the student body. It is in line with long past practice at Canterbury, and with the current position at the majority of the other New Zealand universities.

We believe that this complies with the Minister's requirements: there is a student member, and that person is elected by the students.

Statute

While we do not think that it is necessary to do any more, Council may in the interests of transparency wish to consider making a brief addition to the Appointments Statute. It might read:

“The student member of Council is the student president elected by the students, all students having the right to vote, in accordance with the rules and processes contained in the UCSA Constitution and Electoral Bylaws.”

This adds nothing of substance, but would have the following advantages:

- It makes the position more readily discoverable and accessible than it now is.
- It means the Appointments Statute covers all positions on Council, and thus provides a complete picture.
- The Minister's letter seems to assume that such matters will be covered by statute.
- Most other universities do provide for student membership in their statutes.

Dr Robin Mann
Emeritus Professor John Burrows

15 January 2018

COUNCIL APPOINTMENTS STATUTE

The processes for the appointment to Council of staff ~~and student~~ members by election are prescribed by the relevant Council Election Statutes.

The student member of Council is the student president elected by the students, all students having the right to vote, in accordance with the rules and processes contained in the UCSA Constitution and Electoral Bylaws.

The Vice-Chancellor is a member of Council ex officio.

This statute deals with the appointment of the ~~other~~ remaining members.

Definitions

1. "Act" means the Education Act 1989.

"Committee" means the Honours and Appointments Committee of Council.

"Constitution" means the Constitution of the Council of the University of Canterbury.

Criteria for appointment

2(a) Under the Act, persons appointed to Council must have relevant knowledge, skills or experience. Areas of relevance include

- Strategic planning and governance
- Business and financial management
- The employment environment
- Performance improvement
- University sector
- Community links
- Student wellbeing

Note: The TEC document "TEI council members: framework for selection" contains helpful guidance.

(b) The balance of skills which is desirable on Council may differ from time to time.

- (c) It is desirable also to ensure that one or more members of Council have the skills necessary to fill the position of Chancellor in future.
- 3. The Act provides that as far as reasonably practicable the Council should reflect:
 - (a) the ethnic and socio-economic diversity of the communities served by the University, and
 - (b) the fact that approximately half the population is male and approximately half female.
- 4. In making appointments regard should be had to the ability and availability of the candidates to attend meetings and perform Council and committee functions.
- 5. Under the Constitution, two of the members appointed directly by Council must be graduates of the University of Canterbury.

A register of suitable persons

- 6. The Committee will establish and maintain a register of the names of persons who it believes may be suitable for appointment to Council. The names may be obtained by the process of advertising for expressions of interest under clause 10 of this statute, by direct application, or at the Committee's own initiative.

Appointment of Maori member

- 7. If there is a vacancy for the position of member of Council under clause 3.1(f) of the Constitution, the Committee will consult with Te Runanga o Ngai Tahu and seek a recommendation from them.
- 8. The Committee may if it wishes indicate to Ngai Tahu any skills which it believes would be desirable to redress an imbalance of skills in the current membership of Council.

Appointments by Council under clause 3.1(g) of the Constitution

9. If a member whose term is about to expire is eligible for reappointment and desires to be reappointed, Council may at its discretion reappoint the member for a further term without calling for expressions of interest. However Council may decide to call for expressions of interest, in which case it is open to the member concerned to be considered along with other candidates for the position.

- 10(a) A reasonable time before a vacancy is to occur, the Committee will call publicly for expressions of interest. An advertisement should be placed on the University website and in such other media as the Committee thinks appropriate.

- (b) The advertisement may, if the Committee thinks appropriate, specify any specific skills which it believes would be desirable to redress an imbalance in the Council membership.

- (c) Persons whose names are on the register referred to in clause 6 may be approached by the Committee and invited to submit expressions of interest.

- (d) An expression of interest should contain a summary of the candidate's background, and the skills he or she can bring to the position. The Committee may specify a maximum word length.

- 11(a) When the expressions of interest have been received, the Committee will compile a short list. It may if it wishes interview candidates.

- (b) The Committee will forward to Council the expressions of interest of all short-listed candidates, together with the names of all other candidates. It may indicate to Council the candidate or candidates it prefers.

- (c) Council will then make an appointment as it thinks appropriate.

12. While a four-year term will be the norm, Council may appoint a person for a shorter term if it thinks that would ensure an orderly rotation of members in the medium to long term.

Ministerial appointments under clause 3.1(a) of the Constitution.

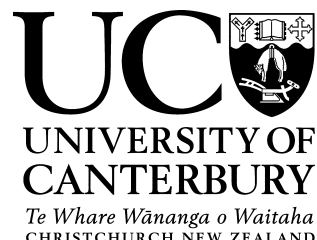
13(a) It is the sole prerogative of the Minister to make such appointments.

(b) However Council may, on the advice of the Committee, indicate to the Minister any particular skills which it believes are desirable to redress an imbalance in Council membership.

(c) Council may also, if it thinks it appropriate on the advice of the Committee, provide names for the consideration of the Minister.

Approved by Council 26 July 2017

Dr Rod Carr
 Vice-Chancellor
 Tel: +64 3 369 3836
 Email: vice-chancellor@canterbury.ac.nz



**VICE-CHANCELLOR'S REPORT TO
 UNIVERSITY OF CANTERBURY COUNCIL FEBRUARY 2018**

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1. INTRODUCTION

Orientation Day on 16 February was a great success. There was a 29% increase in registrations compared to last year and more than 3,500 people attended – up more than 1,000 on last year. There were more than 2,715 attendees at College sessions – well up on last year's 1,598. Almost 1,200 students took a campus tour.

The opening of Ernest Rutherford, the centrepiece of the Rutherford Regional Science and Innovation Centre (RRSIC) by Prime Minister, the Rt Hon Jacinda Ardern was another highlight in a week of highlights. The opening was attended by more than 300 of the University's key stakeholders, most of whom were clearly impressed when they toured the building once the formalities were completed.

Staff have worked hard to have the Ernest Rutherford Building and the redeveloped Engineering wings ready for teaching in 2018 and I thank staff for completing that significant achievement.

Looking forward, enrolment figures for 2018 are looking positive, highlighted by twice the expected number of domestic students already enrolled in the College of Engineering's new Bachelor of Product Design than had been forecast in the Council business case. Elsewhere, all Colleges are expressing confidence in their expected enrolments. I look forward to final numbers for the start of year enrolments being confirmed at about the time of my next report to Council.

2. STRATEGIC MATTERS

2.1 UC Futures

2018 is another big year for the UC Futures Programme with the completion of all the three major construction projects expected. During December and January the Ernest Rutherford building (RRSIC Stage One) received its Certificate of Public use and the College of Science has started to move into the building, with set-up for teaching in Semester One a priority. Similarly, the final wings of the Engineering Precinct build (CETF) not only received their Certificates of Public Use, but also achieved practical completion in early February. The Rehua building (formerly the Commerce building) is scheduled to be completed during 2018.

In 2017, UC met all the Crown Funding Agreement financial and enrolment targets within the allowable margins, reflecting another year of successful growth and recovery. The Crown Funding Agreement is the contract between UC and the Crown for government support to assist UC in recovering from the earthquakes and underpins the UC Futures growth and transformation programme. In 2018, UC will seek the final payment of \$50 million under this agreement which rests on UC meeting its side of the Agreement. UC has and expects to continue to meet its obligations under that Agreement. The final payment will be another major milestone for UC Futures in 2018.

2018 is the year we firmly step away from recovery and place our sole focus on transformation and growth.

2.2 Rutherford Regional Science and Innovation Centre (RRSIC)

As I have reported elsewhere in my report, the Prime Minister, the Right Honourable Jacinda Ardern, opened Stage One of the Rutherford Regional Science and Innovation Centre (RRSIC), the Ernest Rutherford building, on 15 February. The event included a celebration of practical science with demonstrations of science in action across the new building. The building houses specialist teaching and research laboratories and social learning spaces for physics, astronomy, chemistry, geology, geography and biological sciences and supports teaching and research at all levels.

Stage Two of this project requires the demolition of the von Haast building to make way for the new Beatrice Tinsley building. The von Haast building includes concrete slabs which have been contaminated with asbestos.

After some months of investigation and testing, a demolition methodology has been agreed which includes the safe removal of these slabs, remediation to the structure, and then safe demolition of the building after the asbestos contaminated concrete has been removed. This issue has delayed the demolition and therefore the start of construction of the new building. Once the asbestos removal is complete and demolition has begun, a revised schedule for completion of the new block will be confirmed. All indications are that the new programme will now extend further into 2019. There will also be an increase in costs reflecting the additional cost of asbestos removal – a risk that was identified in the original Council-approved business case.

2.3 Canterbury Engineering the Future (CETF)

Tranche Two of the Canterbury Engineering the Future (CETF) project to rebuild four wings of the Engineering Precinct and to build a new central CORE to the Precinct is now complete. This rebuild has had all of the challenges of a ‘brown-field’ development and struck a range of issues along the way. The UC and contractor teams involved have had great challenges and can be proud of completing this complex project.

The Engineering Precinct Link building, which was identified as a leaky building during the earthquake remediation process has now been fully reclad and remediated and reoccupied by the College. This has been a pleasing outcome to what could have been a continuing issue.

As a result of completing these buildings, the College of Engineering will fully re-occupy its rebuilt facilities in the first quarter of 2018. This will assist in managing the boom in engineering enrolments at UC that started after the earthquakes and continues this year. There will be a series of activities to finalise snagging, deferred works and final payments, but the CETF project is expected to close this year.

2.4 Rehua: The Move of the College of Education, Health and Human Development to Ilam, the construction of the New Education Building, and the move of Entrepreneurship and Executive Development

The College of Education, Health and Human Development move to the Ilam site is likely to be delayed, with continuing delays in the construction of the Rehua building. The contractor has increased both subcontractors working on the site and its project managers. This is important to continue the drive to the end. Parts of the building fit-out are complete but others remain affected by delays in the façade and ensuring the building is watertight. UC continues to focus on the quality of this build to ensure that there are no future issues. Although both UC and the contractor have experience with similar ‘brown-fields’ rebuilds, this strengthening and rebuild project has proved challenging.

College of Education, Health and Human Development enrolments are looking healthy and the 2018 move to Rehua will be a welcome development. Planning is under way to address teaching requirements in the second semester should practical completion not be achieved by mid-year.

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 course information system is being updated to ensure that students reading the information will be able to identify which courses contribute to which graduate attribute. Evidence from Ako Aotearoa is that when students are aware of the attributes they become key drivers of the success of the implementation of institution-wide attributes.

Employers are beginning to see a difference in attributes of students graduating from UC, a result of working on students' employability and entrepreneurial development. A feature of many of the new masters' programmes is an industry-project or internship (known as community or work integrated learning). The first cohort of students in the new Master of Applied Data Science (a new taught masters) will complete in the first part of 2018. This degree is part of UC's response to the fast growth of interest in and demand for big data analysis and insights across the world.

All academic programmes put forward in the second CUAP round were approved at the end of 2017. There are a range of programme reviews and graduating year reviews scheduled for 2018. The programme reviews for 2018 will have a focus on the graduate profile. A workshop on Authentic Assessment was delivered in December and is scheduled throughout 2018 to address assessment ideas related to all attributes.

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.

Thirty-two students took part in the UC Centre for Entrepreneurship EY Summer Startup. The finals were held on 8 February with 12 students pitching to judges and an audience of over 200 people. The Summer Startup offers students the opportunity to pitch their business ideas with mentors from UC and from business.

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 final BiCC hui for 2017 was deferred to 8 February and was well attended. Discussions at this hui covered course delivery in 2018; what may be possible to deliver in postgraduate programmes; the possibility of a bicultural development programme for all postgraduate students and a focus on providing a regular progress update to the Senior Management Team. The hui participants continue to be keen to achieve their goals of ensuring a depth and breadth of bicultural content in UC's undergraduate programmes. Participants are working together with collegiality and sharing many ideas and advice for achieving excellent outcomes. Te reo development opportunities continue to be provided formally and in tailored sessions for colleagues and the UCSA Executive.

Office of AVC Māori colleagues have also been busy collaborating with academic staff to continue work on aspects of course content and ensure mapping and mapping results are brought into the process of enhancing and developing bicultural course content. The process of mapping and analysing results is often very useful in highlighting existing course content which meets many of the kaupapa, but has not always been recognised as having a bicultural focus.

The Office of the AVC Maori has been supporting a large number of mihi whakatau to new students (particularly in the College of Education, Health and Human Development) and to international visitors and groups in conjunction with the Ngāi Tahu Research Centre.

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.

Across the summer, students continued to have the opportunity to engage with the community through volunteering activities. A range of students volunteered for the Asia European Summer University (ASEFU21).

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.

UC co-hosted 50 students from the Asia Pacific region for the ASEFU21. The focus of the programme was Youth with Disabilities and the students had an opportunity to engage with UC students as well as the community. The focus of the UC Challenge for the ASEFU21 students was the UC Graduate Profile and ensuring its inclusiveness for all students.

Work is under way with Colleges to explore growth models and targets for international exchange.

2.6 International

International enrolments for 2018 are encouraging. Full offers are up by 39% and conditional offers up by 38% compared to last year. Conversion has been the key focus of the entire team. As a result of targeted conversion initiatives, an additional 12% of applicants accepted their full offers.

A welcome for the new-to-UC Christchurch College of English Language (CCEL) students was hosted and organised by international recruiters and the UC International Welcome was held on 12 February with 400 attendees. Students were formally welcomed by Chancellor Dr John Wood who encouraged them to explore our exciting redeveloping city, and to make the most of their time at UC. Levi Collier-Robinson and Hamuera Kahi provided a mihi whakatau and Te reo session to introduce our new students to Māori language and culture. The new students were treated to entertaining and informative sessions by the NZ Police and the Student Care Team and had the opportunity to engage with the Library, Careers Internships and Employment, Student Care, Mentoring and UCSA. In the afternoon 120 attendees stayed on for optional campus tour followed by a bus trip to the city for dinner. A “catch up” orientation will be held for Chinese students arriving following Chinese New Year.

Over 250 airport pickups have been arranged.

Some of the larger US partners have signalled a downturn in Study Abroad numbers New Zealand-wide, however numbers from direct partnerships with US institutions have grown. We will continue to build on these results.

Changes in immigration policy have the potential to impact UC and UCIC's ability to attract international students. UC is engaging with the Canterbury Employers' Chamber of Commerce, ChristchurchNZ and other educational institutions to align our thinking regarding immigration policy and potential benefits and risks to Canterbury as a whole.

2.7 International Growth Strategy

UC continues to increase its international enrolments, which have reached and are starting to exceed pre-earthquake levels. Enrolment figures will be available once enrolment-in-person week is completed. All undergraduate international students must complete their enrolment in person as a result of special compliance requirements that must be met before completing enrolment.

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, Snapchat and Twitter. Google AdWords has experienced good growth as have video views and banner advertising responses. Total online results (clicks, likes and video views) are up 130% year-on-year.

There have been 25 new UCME students recruited for the 2018 campaign which will involve online and offline channels. The UC fees-free campaign has appeared in the local market in the newspaper and online.

Development of specific 'brand stories' for the College of Education Health and Human Development | Te Rāngai Ako me te Hauora, the College of Engineering | Te Rāngai Pūkaha and the School of Law | Te Kura Ture have been completed. This has involved interviews with students, staff and alumni. A suite of videos will be implemented progressively– the College of Arts | Te Rāngai Toi Tangata, College of Science | Te Rāngai Pūtaiao and College of Business and Law | Te Rāngai Umanga me te Ture have been completed.

An Alumni project is under way – the collection of the stories and photographs of over 30 UC Alumni. This will be the basis of targeted campaigns in market over 2018.

Marketing publications including *Intro to UC* and *Accommodation Guide* are on track.

3.2 Liaison

With the release of NCEA results, the Liaison Team has worked with various departments throughout UC to ensure students received a formal offer within 48 hours of result release. The team has also worked with students to ensure they accept their offer and to coach them through eligibility for the fees-free policy and provide any other assistance requested. Liaison officers are working with students who have failed to meet university entrance requirements, with the majority of these students being referred to catch-up providers such as Hagley Community College or the Certificate in University Preparation programme.

The team had a total of 108 student appointments in January, 69 of which were for course planning, including 33 adult students. The uptake by mature students of Academic Skills support has also increased significantly, possibly demonstrating some growth in interest by that market segment.

3.3 Admissions

A team of Admission Officers worked on 28 December to process and clear 20 urgent Immigration New Zealand requests and issue about 10 full offers of place to international students who wished to gain visas for a January/February 2018 start.

Several grade releases happened during January. The first was the CCEL cohort, of which there were 64 students. A ceremony was held in conjunction with the International Relations Office to congratulate those who had passed and gained entry to UC. There were 90 offers given to UC International College (UCIC) students to attend UC starting in Semester One.

International Baccalaureate (IB) and Cambridge International Examination (CIE) results were released during the second week of January. NCEA results were received and the embargo was lifted on 17 January, which allowed UC to send out offers, achieving 95% within 48 hours compared to six weeks last year.

The team is revamping letters and various forms used by Admissions. One particular area of interest is the PhD admission process – The Admissions and the Postgraduate Office are collaborating in improving the forms used by students and staff.

3.4 Enrolment

There has been a steady increase in tasks and workload for the Enrolments Team. January saw the Enrolments Team work closely with the Executive Development Programme (EDP) to welcome about 70 new EDP students and assist 75 returning EDP students to enrol over a two day period. The enrolment process was generally well managed, with a couple of improvements identified for next time.

The trial project that saw the pre-enrolment of the 2018 CANTEACH cohort —62 students in total — also went well, with all but one student having fully completed the enrolment process. This process can definitely be fine-tuned with tighter management of receipt of essential documentation between the College and Enrolments team, and clearer communication of the ‘next steps’ of the new enrolment process with students and the Agent.

	Headcount						EFTS		EFTS					
	Applications to Enrol						Actual Enrolment		Full Year Enrolled					
	ATE Enrolment Week: 21 (17/02/2018)						Enrolments (17/02/2018)		Actual	Actual	Actual	Actual	Actual	Budget
	2013	2014	2015	2016	2017	2018	2017	2018	2013	2014	2015	2016	2017	2018
Domestic 1st Year	3706	3850	4014	4583	4844	5068	2685	3065	2,886	2,922	2,974	3,254	3,262	
Returning	9074	8678	8457	8511	8768	9067	6617	7021	8,495	8,245	8,079	8,104	8,409	
Total	<u>12780</u>	<u>12528</u>	<u>12471</u>	<u>13094</u>	<u>13612</u>	<u>14135</u>	<u>9302</u>	<u>10085</u>	<u>11,381</u>	<u>11,167</u>	<u>11,053</u>	<u>11,358</u>	<u>11,671</u>	<u>12,277</u>
International 1st Year	1259	1897	2130	2767	2935	3207	459	618	304	336	445	607	744	
Returning	531	498	473	578	746	907	363	482	495	439	434	527	674	
Total	<u>1790</u>	<u>2395</u>	<u>2603</u>	<u>3345</u>	<u>3681</u>	<u>4114</u>	<u>822</u>	<u>1100</u>	<u>799</u>	<u>775</u>	<u>878</u>	<u>1,134</u>	<u>1,418</u>	<u>1,529</u>
Total	14570	14923	15074	16439	17293	18249	10124	11186	12,180	11,943	11,931	12,492	13,089	13,805

2017/8 Budget and Forecast is not calculated down to year at UC

Enrolment data is based on the same date across years i.e. 6th Jan vs 6th Jan

ATE data is based on student headcount and based on the students citizenship status rather than fee type. Enrolments data is based on EFTS and the students fee type (Domestic or International)

‘International’ refers to the students NZ citizen/residency status rather than their fee paying status. Most international students will pay International fees but not all. As PhD students generally pay domestic fees this table groups them with Domestic Students.

3.5 Scholarships

The October round of masters' and doctoral scholarships has almost been completed with the focus now on setting up payments for incoming students.

The postgraduate round of scholarships that closed at the end of 2017 are continuing to be processed. Of the scholarships offered to students in this round, on average students have been notified nine weeks earlier than the previous year which is a significant improvement.

Work is under way on proposals for Undergraduate Scholarship options for 2019. Scoping has begun for the Scholarships Project of the Student First Programme with the project being expected to launch at the end of February-early March.

3.6 Contact Centre and Shared Services

Shared Services is processing UCIC enrolments and expecting about 100 new applications together with some 60 students re-enrolling, or completing changes to their enrolment.

3.7 Accommodation

The residential halls have had a record number of applications for accommodation up 195 on last year. The Accommodation team is still receiving enquiries for accommodation by domestic school leavers, which may be due to the Government's fees-free policy.

The first-year halls are all full and Bishop Julius Hall is housing an additional 25 students in Ilam Apartments who will get meals and pastoral care at Bishop Julius Hall.

The new Hayashi accommodation is 85% full and students have already moved in. It will have 100% occupancy from the start of Semester One.

There are fewer than 50 beds available for students in halls hosting students in second-year and above.

The consolidated operating agreement for Campus Living Villages (CLV) managed villages was signed by CLV and UC. This covers improved arrangements for the management responsibilities for five villages ranging from first-year to postgraduate accommodation.

3.8 Student Success

3.8.1 Student Care

Work has concluded on a student-friendly communication about UC's Code of Conduct, which will be distributed when students pick up their Canterbury Card. This is intended to set clearer expectations about student behaviour. A new guide for staff advising on how best to support and refer students in distress has been produced and will be rolled out shortly.

During January, Student Care recorded a total of 105 student engagements, mostly staff enquiries about ongoing guidance or advice for particular students.

January saw continued collaboration with IT Services to develop an updated Student Care website, discussions focused on key terminology in order to assist an easy navigation process for students accessing pastoral care.

Student Care has continued to deliver targeted pastoral care in its role to support International Students. Student Advisors have worked to assist the arrival of 14 new NZAID Scholarship students from countries including Nepal, Tonga, Papua New Guinea, the Philippines, Jamaica, the Solomon Islands, Vietnam, Fiji, Indonesia, and Kiribati. NZAID students were formally welcomed and participated in the Connections Orientation programme. Orientation has focussed on a comprehensive integration into New Zealand culture, including a trip to Willowbank Wildlife Park for a traditional hāngī meal along with kapa haka performances and the chance to see the New Zealand native Kiwi. Orientation continues with the Academic Services Centre providing key information sessions to support students' academic success. Student Advisors have worked hard to form positive working relationships, building the foundation for pastoral care.

Student Care has contacted all students who received either a pending or exclusion letter. Advisors have already met with students under Academic Progress Review. Further contact will be made with students who received a warning letter.

3.8.2 Pacific Development

Initial analysis of last year's results indicates that Pasifika course completions were the same as they were the year before. Pacific Development Team engagements were up significantly last year at 2,752 engagements compared to 1,279 in 2016. The team is looking into opportunities to improve upon these results. Advisors have been following up with all Pasifika students who came under Academic Progress Review in December to ensure any appeals or requirements were met by the deadline.

The Pacific Academic Solutions and Success (PASS) Programme has been set up and is ready to be delivered as soon as Semester One begins, and with all tutor recruitment complete.

3.8.3 UC RecCentre

January has seen a similar start as to the previous three years, with a steady stream of visitors.

Almost 13,000 people visited through the turnstile in January, and there were 420 casual paid visits. If previous year trends continue this is expected to double in February and triple in March.

The RecCentre is preparing for an upgrade of its membership database management software, Intellifitness. The upgrade will allow the centre to automatically process student memberships, rather than the current manual process, saving a huge amount of administrative time. In the medium-term, it is hoped that many of the centre's services will go online including booking courts, booking into Small Group Training, Spin classes or to see a Fitness Consultant. If this happens it would vastly improve the student and customer experience, as well as creating process efficiencies.

3.8.4 UC Sport

The team has been busy preparing for the students return—all programmes and events have gone through a full review and plans have now been set for 2018.

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

Academic Services is busy supporting new CUAP proposals in development. There was the usual support of minor course changes and correction as the start of teaching approached. The group also supports admissions and enrolment dealing with provisional admission decisions particularly around STAR and “catch-up” students who are completing their NCEA via summer schools. There has been significant growth in numbers of students undertaking catch-ups.

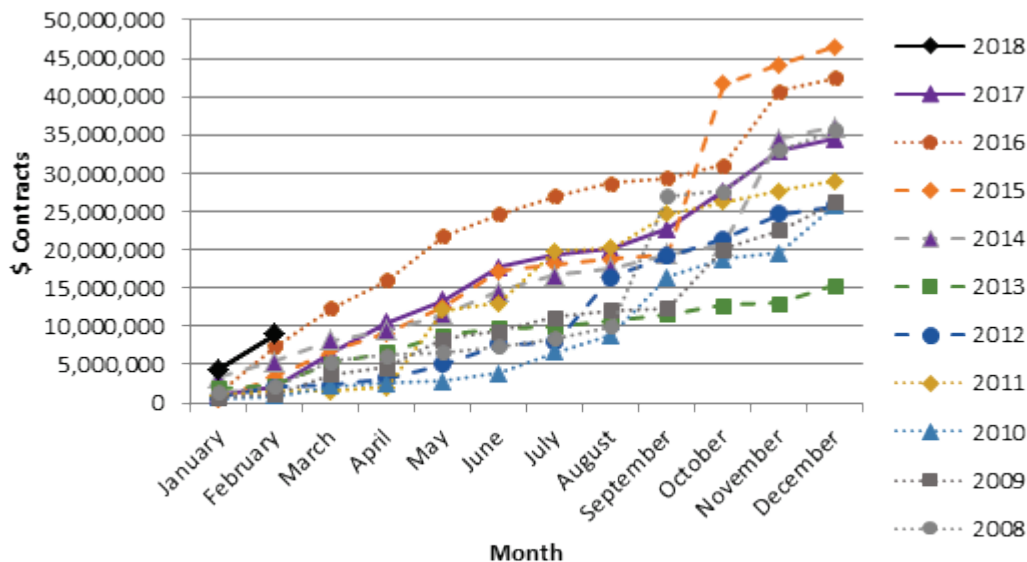
During the summer recess the Institutional Research team has produced reports from the Graduate Destinations Survey for programme reviews and factsheets for the Careers Team. The team also completed the first draft of UCPEQ (UC Postgraduate Experience Questionnaire) due to be released shortly. This has been a significant piece of work that follows on from the last surveys (2014 for PhD and 2012 for PhD and Masters).

The team anticipates significant work in 2018 on:

- the development of "Academic Guidance" work stream of the Student First programme including developments around the academic model
- continual refinement of academic regulation and policy
- helping to champion strategic work in the area of the Learning and Teaching Strategy
- supporting the Learning and Teaching Committee in its plan of work
- potential institutional support and strategy that may come out of the Academic Board review.

4.1.2 Research Funding

The Research & Innovation (R&I) team is managing 376 research contracts, worth a total value of **\$140.6m**. For 2017, 213 contracts worth a total value of \$34.5m were executed, though a further \$20m were awarded in 2017 but delayed due to the 2017 election and change of Government. This contracting catch-up is in process, with 32 contracts worth a total value of \$8.97m (up to mid-February) having been executed in the year-to-date, and a further 57 contracts worth at least \$14.3m in the process of being executed. UC holds 68 National Science Challenges contracts worth \$23.1m and 42 CoRE contracts worth \$27.2m (with 17 NSC/CoRE contracts pending worth \$3m pending).



4.1.3 Research Development

R&I is currently fully committed to supporting academics bidding into two major funding rounds, the MBIE Endeavour Fund and the Marsden Fund. UC has submitted 12 Smart Idea proposals to the Endeavour Fund, and is developing 13 Research Programme proposals for submission in early March. The Research Programme proposals are full proposals, whereas the Smart Ideas were concepts only, from which MBIE will invite full proposals in late May. UC is developing 98 Marsden Fund applications, due in late February. The Marsden Fund is also a two-stage process, with invitations to submit full proposals expected in June.

4.1.4 Research Infrastructure

UC, along with Victoria University of Wellington, has indicated to the REANNZ consortium, and Universities New Zealand, the intent of withdrawing from REANNZ. REANNZ is the electronic research network for NZ that connects universities, Crown Research Institutes and a number of other entities to the world via a high speed, high volume data network. UC needs to give notice of termination by 02 May, before the current agreement expires on 30 June. The new Minister has requested a further MBIE review of the REANNZ model, and some re-working of the REANNZ business model might occur before June 2018. If UC received a significant reduction in the current ~\$800k annual subscription, UC would likely remain within REANNZ.

UC is currently a “lumpy” user of the network characterised by generally low volume traffic, but with occasional peaks of large volume typically associated with QuakeCORE. UC is confident that commercial providers can provide the necessary capacity for both national and international traffic if UC does indeed leave REANNZ.

When UC withdrew as a partner from NeSI in late 2016, UC instigated the investment of a UC “Research Computing Cluster” (RCC) to support better mid-sized computing across the University, but within a multi-configurable “architecture” suitable for different and evolving research projects. The RCC machine is now operational, with early users including Antarctic meteorological research and fire engineering modelling. QuakeCORE will also be an early user. Professor Tim David (College of Engineering) has been tasked with establishing a User Group and user policies for this new resource.

4.1.5 Research Reputation

Within a recent review of current MBIE Endeavour Fund contracts, three UC contracts achieved gold status, recognising contracts that are performing above expectations. A quarter of UC's contracts were assessed as gold, and although UC only holds 5% of the contracts, UC makes up 17% of the gold contracts – highlighting the excellence of the research being undertaken and associated programme leadership and management. Contracts can also be assessed as green (performing satisfactorily), amber (there are issues that need to be monitored or more information is required to assess performance) or red (there are serious issues that require intervention by the organisation or MBIE). All UC's remaining contracts all achieved green status.

As part of a pan-university action plan to improve QS rankings, 400 names of both international academics and prospective employers have been submitted to the QS Intelligence Unit so as to increase UC international reputation and employer reputation, respectively, in the annual QS survey. Other aspects of improving UC's international reputation and publishing impact are being enacted.

4.1.6 Postgraduate Research

Postgraduate research student numbers have started the year down, though this is an annual trend and reflects in part, some students not yet paying fees for the new academic year. Current enrolled Doctoral students are 861 and research Masters 562. These numbers will increase.

Highlights for the month include:

- Seven new Doctoral students enrolled in January (four New Zealand citizens and three International). A further 12 completed their examinations successfully while 13 Doctoral students have submitted their theses for examination.
- New dates have been confirmed for Spring (Winter) Gradfest 2018 – 11-15 June.
- Summer Undergraduate Research Scholarships are finishing soon. A total of 60 students undertook summer research projects, with 55% to date having subsequently enrolled in Postgraduate programmes with 21 or 35% enrolled in Masters.
- The latest UC Doctoral/Masters Scholarships round for 2017 is almost finalised. There were 182 Doctoral applicants, 42 were offered scholarships (43% NZ and 57% international). The highest New Zealand candidate not to receive a scholarship had a GPA of 8.50 (which is similar to the last round) An A+ equates to a 9.0 and an 8.0 equates to an A grade. A total of 67 candidates applied for Masters Scholarships and 22 have been offered.

4.1.7 Erskine Programme

The Erskine Programme welcomed four visiting fellows in January 2018 (one Canterbury Fellow, one Cambridge Fellow and two Erskine Fellows) to UC. In February 2018 the Programme will welcome an additional 26 Visiting Fellows (two Canterbury Fellows and 24 Erskine Fellows) and their families. The Fellows are visiting from 10 different countries including China, Switzerland, France and Italy. The Fellows are teaching into all Colleges and we are particularly pleased to welcome the first visitor to the Waterways Centre for Freshwater Management, Professor David Maidment (from the University of Texas at Austin, USA) who began his academic career at UC 50 years ago.

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

Liz Brown is the Acting Assistant Vice-Chancellor Māori until later in 2018. The team has been busy delivering the Tangata Tū, Tangata Ora staff professional development programme; responding to the many requests for Te Ohu Reo assistance and working on CUAP proposals. Colleagues have also provided a short version of Tangata Tū, Tangata Ora to a number of student groups, at the request of departments.

4.2.1 Tangata Tū, Tangata Ora staff professional development programme

2018 began with two Tangata Tū, Tangata Ora courses held in January and another course being held at the beginning of February. Another eight courses will be held over this year. We have extensively updated our presentations and the course workbook is currently being refreshed.

The 2018 dates for ‘Culturally Responsive Pedagogies’ and ‘Te reo in the workplace’ are now on the Learning and Development intranet page and colleagues can apply online via UCPeople.

4.2.2 Te Ohu Reo

Our new database for handling Te Ohu Reo requests continues to be tested. This tool is an improved way of managing, tracking and completing requests but is still in the settling in period. It is pleasing to note that the majority of requests are now arriving via the online form and we continue to encourage requests to be made via the form at

<http://www.canterbury.ac.nz/about/leadership/senior-management-team/avc-Māori/tereo-request/>

4.2.3 Kaiārahi Colleges

The Kaiārahi are continuing their mahi with Colleges to develop and enhance courses. Several Kaiārahi will guest lecture into a number of programmes. In the first quarter of 2018, the Kaiārahi roles are as follows:

- College of Arts – Kaiārahi Māori: Jeanine Tamati-Elliffe. Jeanine will also work with the College of Education’s School of Health Sciences, Sport and Physical Education and the School of Educational Studies and Leadership. She 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, and the School of Educational Studies and Leadership as noted above.
- College of Engineering – Abby Suszko and Jeanine Tamati-Elliffe (as noted above).
- College of Science – Kaiārahi Māori: Mary Boyce.

4.2.4 Kaiārahi Service Units

There have also been some changes to the Kaiārahi roles working with service units across UC. The Kaiārahi have also been busy working with Student Services and Communications (SSAC), Learning Resources and the VC’s Office on a number of publications, projects and assorted mahi. The creation of a video telling the first part of the UC Cultural Narrative has been finished and will be available for use from mid-February.

- Ripeka Tamanui-Hurunui will continue as Kaiārahi Māori for Financial Services, Human Resources, Learning Resources, the Registrar’s Office and SSAC.

- Mary Boyce will be Kaiārahi Māori for the Vice-Chancellor’s Office including the Deputy Vice-Chancellor’s Office.

4.2.5 Waiata tautoko

In 2017, the Office of the AVC Māori organised a weekly waiata Māori session, which was attended by many staff from across UC. Waiata sessions are on hold for Term One and will restart in Term Two.

4.2.6 SharePoint

The Māori Student Development Team is now using SharePoint as an integral part of its daily mahi and once some last updates are in place, the rest of the team will also transfer many daily activities to SharePoint. This will be completed shortly, with a review this year.

4.2.7 Te Ratonga Ākonga Māori - Māori Student Development Team

The Celebration for Māori Graduates was held in the Engineering Core on Thursday 14 December . An increased number of UC staff participated to support their graduates which was very much appreciated. The use of the Engineering Core was a great way to showcase this celebration. Forty-two Māori students graduated in December 2017 (at Rotorua and Christchurch), with one being a posthumous award.

The Māori Development Team has been meeting with pre-enrolled students from early January to provide an informal advice session and an opportunity to ask questions about any aspect of UC. Most of these pre-enrolled students were contacted in October 2017 and all local students have been encouraged to come to UC to meet with Māori student development advisors. The current number of new-to-UC Maori students who are enrolled or pre-enrolled is 332. Final enrolment numbers are still to be confirmed.

The Māori Development Team also planned and organised the Māori student orientation day held on 15 February, to which all new first-year students and their whānau were invited. Many UC staff also participated to make this a special welcome day and a memorable start to students’ time at UC. Many postgraduate and undergraduate students have also been making contact before the start of term.

4.2.8 Māori Outreach and Recruitment

The Outreach and Recruitment Advisor, Michelle Bergman, was part of the UC presence at Hui-a-Iwi at Tuahiwi marae late last year, which was an excellent opportunity to present UC to many Ngāi Tahu rangatahi and whānau. She has been training with Liaison colleagues and working on the programme of school visits for 2018.

5. CONNECT

5.1 Communications and Engagement

<i>Engagement Data</i>	
Intercom	Open rate average for two editions in January 41% (International benchmark = 21.8%)
Insider’s Guide (student newsletter)	Not published in December or January
Twitter	No monthly analytics available for January 5,862 followers
Stakeholder Newsletter	Not published in January.

5.1.1 Project Communications

Campus map updates for Start of Year 2018 have been completed, including directory boards, print and online versions, and UC Finder.

A cultural narrative video has been produced which was launched at the first Staff Forum of the year on 14 February. The Ngāi Tahu tower artwork has been reproduced and installed in the foyer of the Kirkwood Lecture Theatre.

The production of the Vice-Chancellor | Tumu Whakarae Candidate Information Booklet to assist in the recruitment of the new Vice-Chancellor Tumu | Whakarae was also completed.

An alumni bequest programme brochure and updates to the *Working with UC* booklet were also completed, as has filming for a Health and Safety video for new students which was launched on O Day and promoted via student channels.

5.1.2 Media

November, December and January media coverage of UC-related topics was positive.

In January, there were more than 50 media queries on a wide range of topics, including international interest in the University's 600-year-old genealogical scroll, the Canterbury Roll.

Other UC news stories included coverage on new research proving LEGO becoming far more complex, the development of new nitrate sensing technology, and a UC scientist who made the first detection of a jet from a very young, massive star in a galaxy beyond our own. UC engineers developing in-situ damage detection for building steel, a UC biotechnologist creating new biodegradable coating to protect crops, and UC reducing its greenhouse gas emissions by 34% also featured in January media coverage.

An analysis of coverage produced between 5 November 2017 to 31 January 2018 (broadcast, internet and print) found 3,546 items, compared with 1,269 items in the same period last year. This coverage reached a cumulative audience of 66,919,597 (compared to 25,228,139) and had an advertising space rate of \$16,205,534 (compared to \$5,722,742).

5.1.3 External Engagement

There was nationwide broadcast media coverage of visiting NASA rocket engineer Tim Atkins, who gave the first UC Connect public lecture of 2018 on 8 February, presenting an overview of NASA's vision of landing humans on Mars by building the Space Launch System (SLS), the world's most powerful rocket.

The lecture was fully allocated within 24 hours of the UC Connect event going live and was live-streamed on UC's Facebook page.

This year's series of about 12 UC Connect public lectures will include *Horror for the Faint-Hearted* presented by Dr Erin Harrington, a discussion about swimmable rivers with Professor Jenny Webster-Brown, and a clarification of Computer Science in the school curriculum from Professor Tim Bell. The next available slot is in July.

5.1.4 Stakeholder Relations

UC co-signed a letter to residents for delivery to all campus neighbours ahead of Orientation Week festivities in February. UC will also send a letter to previously identified problem flats.

A UC Community Meeting was held on 13 February in the new Ernest Rutherford building. About 60 neighbours attended the meeting and toured the building ahead of its official opening. On-street parking and student behaviour remain matters of concern to some neighbours.

5.1.5 Events and Partnerships

The Events and Partnerships team currently has 27 events it is actively working on to recruit and retain students and promote UC.

5.1.6 Recruit students

Update Days are being planned in Wellington and Christchurch. The Wellington event, held in March, attracts around 30 Careers Advisors and aims to build and maintain relationships, promote Christchurch as a positive destination and update Careers Advisors on what's new at UC for 2019. The Deputy Vice-Chancellor | Tumu Tuarua will host this year's event. The equivalent Christchurch event is larger and limited to 80 advisors. Held in June, the two-day programme designed to showcase UC to Careers Advisors from key New Zealand secondary schools and allow them to experience and learn more about UC's unique, world-class educational experiences.

In early April, Year 12 Discovery Day will attract an estimated 1,000 students from local secondary schools and will give students the opportunity to visit campus and experience what it is like to be a university student for a day.

A Women in Leadership breakfast is planned for central Auckland schools at the end of May. The focus will be on enterprise and community and alumna Hannah Rhodes will be the guest speaker.

5.1.7 Retain students

The Law and Justice Recruitment Evening and Commerce Careers Fairs will be held in early March; each have sold 13 and 16 sites respectively. The Engineering and Science and ICT Careers Fairs are also being promoted and will be held later in the year. At these events, employers from around the country market themselves to our students for internships and employment after graduation.

5.1.8 Promote UC

An audience of around 300 stakeholders attended the opening of the Ernest Rutherford building by the Prime Minister Rt Hon Jacinda Ardern on 15 February. The dedication of the Commemorative Pathway sculpture, Roimata – a special commemorative sculpture that acknowledges the losses and injuries, the courage and contributions of the University community following the 2010-2011 Canterbury Earthquakes – was unveiled by the Mayor of Christchurch, Lianne Dalziel on 22 February.

Leveraging UC's partnerships with the Crusaders and the Student Volunteer Army (SVA) will continue in 2018 with the SVA UCAN programme for Year 12 students, the SVA / UC Big Give and the student experience game where the UCSA club Cantabs, will join with UC in taking 700 students to a Crusaders game at AMI stadium.

5.1.9 Canterbury University Press - Publications

Eight print publications are due for publication in 2018. The first of these will be *Beyond Manapouri: 50 years of environmental politics in New Zealand*, due for release in May. It is essential reading for anyone wanting to understand why, in spite of all our institutions and legislation, New Zealand is now facing more urgent environmental issues than ever before.

New Zealand's Rivers by Catherine Knight was longlisted for the Ockham Awards 2017 and has attracted significant media interest. *New China Eyewitness* has been longlisted for the 2018 Ockham Awards.

In November CUP published *Water Rights for Ngāi Tahu* by Te Maire Tau; the first of several in the Ka Roimata Whenua series that CUP will publish for the Ngāi Tahu Research Centre | Kā Waimaero. In December it published the *Canterbury Roll Digital Edition: Stage 1*, in collaboration with UC History Department, Digital Humanities and Library. This is an open-access publication that showcases not only this rare treasure, but also UC's research, teaching and technological innovation. CUP continues to publish commercial digital versions of print publication and hopes to publish its fifteenth eBook (*Island Kingdom: Tonga Ancient and Modern (Third Edition)*) by Ian Campbell shortly.

5.2 Alumni and UC Foundation

	Income	Distribution
2016 Year End	\$8.6m	\$4.1m
2017 Target	\$9.5m	\$4.5m
2017 Year End	\$10.9m	\$8.8m
2018 Target	\$10.5m	\$6.5m
2018 Year to Date	\$0.2m	\$0.1m
Total since 2001	\$74.0m	\$40.0m

	Donors	Gifts
2001 to date	7,614	25, 245
2017 Year End	937	2,013
2018 Year to Date	71	71

5.2.1 UC Foundation (United States of America)

At the board meeting in December the Foundation (US) transferred US\$209,000 to the UC Foundation (UCF). A total of US\$684,201 was raised in 2017, the majority of which has transferred to UCF in 2017.

New Zealand Trust (United Kingdom)

UK£15,000 was raised from 12 donors in 2017. This continues to be a minor fundraising opportunity with three legacies of over £1 million recorded and which need a United Kingdom charity to transfer funds to New Zealand. Identifying and cultivating additional alumni in the UK will continue, with the next visit in April 2018 by the Vice-Chancellor | Tumu Whakarae.

5.2.2 Fundraising

Confirmation of grants for the UCSA from Rata Foundation and Lotteries Commission was received. This was a record year in terms of donations, investment income and disbursements to the University. Next steps are to develop further the next stage of the \$150 million fundraising campaign by 2023, UC's 150th Anniversary now that 50% of the target is raised. The Case for Support needs to be developed so the impact the support will have at UC is well articulated.

Websites for Alumni and Fundraising have been split and are currently being worked on with Marketing to go live in February. The launch of the legacy programme Partnership in Excellence is imminent in collaboration with Communications and Engagement and Marketing. Strategic planning sessions to cultivate and grow support from Auckland are under way — support is currently \$1 million per year, predominantly from sponsorship for the College of Engineering | Te Rāngai Pūkaha.

5.2.3 Stewardship

UCF Trustees made thank you calls to all those who have donated over \$250 to the Foundation in 2017. Two new scholarships were established for Women in Engineering – The Transpower Scholarship for Women in Engineering and the Helen Trappitt Engineering Scholarship for Women in Civil or Natural Resources Engineering. Helen Trappitt is a UC Alumnus. Guests from Lane Neave enjoyed the Chancellor’s Dinner and have confirmed support for the 2018 event.

5.2.4 Alumni

New graduates were welcomed to the UC Alumni network and invited to take part in a UC Alumni Facebook competition. There was support for the MBA Alumni Group’s regular meetings, an e-Greetings card was sent to all contactable alumni. The Alumni Hero campaign in collaboration with the Marketing team has 30 stories which will be developed for a microsite and online advertising with modest print advertising in industry specific publications to encourage alumni engagement. The annual UC Alumni Family Day Picnic at Ilam Gardens is planned for 24 February.

6. ENABLERS

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

6.1 Staff matters

The College of Science has completed its Organisational Culture survey and the results were analysed with the College Culture Leaders in a workshop in mid-February. The next step is to share the results with College staff.

The annual review of Senior Individual Employment agreements takes place in February and March. This includes just over one hundred staff and is one of three yearly processes, the others being Academic Promotions and the General Staff Remuneration Review.

It is pleasing to note that the voluntary staff turnover rates among academic staff fell to 1.7% and to 6.0% for general and technical staff in 2017, the lowest level in the 12 years of data and a significant reduction from peaks post-earthquake.

6.2 Health, Safety and Wellbeing

During the next few months, the implementation of Health and Safety processes within the Ernest Rutherford building will be an ongoing project for College of Science staff and the Health and Safety team. New hazardous substance regulations require new systems, procedures and training to be implemented.

6.3 Infrastructure

Please refer to the information included in the appendix.

7. Financial Outcomes: (Management Accounts to 31 January 2018)

January 2018	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	23,077	23,345	(268)	358,865	358,865	0
Total Operating Expenditure	27,522	30,119	2,597	366,752	366,752	0
Net Surplus/(Deficit)	(4,445)	(6,774)	2,329	(7,887)	(7,887)	0
Net Surplus/(Deficit) as a % of Total Operating Income	-19.3%	(29.%)		(2.2%)	(2.2%)	
Capital Expenditure	6,006	10,736	4,730	129,576	129,576	0
Cash/ Short Term Investments/ Short Term Government Stock	267,085	229,736	37,349	165,286	165,286	0
Working Capital	187,371	169,664	17,707	55,730	55,730	0

* A variance enclosed in brackets indicates an UNFAVOURABLE financial variance e.g. income is less than budgeted income OR expenditure is greater than budgeted expenditure.

Actual Total Operating Income is unfavourable to budget as at January 2018. This is due mainly to unfavourable variances in research external income, sundry income, and other government grants. This has been partially offset with favourable variances to budget in tuition fees and interest income. Actual Total Operating Expenditure is favourable to budget. This favourable variance relates to total personnel expense, operating expenses, and depreciation.

We had been budgeting for an operating deficit as at the end of January 2018 of (\$6.774), but have returned an operating deficit of (\$4.445)m. This is a favourable variance to budget of \$2.329m.

Capital expenditure is \$4.730m below budget. \$3.661m of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year-to-date budget of \$4.887m. The remaining capital spend (excluding UC Futures), against budget, is favourable by \$3.504m.

7.1 Cash Flow

The January 2018 cash position of \$267.085m is higher than budget by \$37.349m due largely to higher than expected balances at 31 December 2017, 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.

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

There are no specific additional MOE covenants, but the Funding Agreement with the Crown sets out certain financial targets to be reported to the Governance Oversight Group (GOG) appointed under the Funding Agreement. The University's achievement for 2017 was within the ranges set.

7.2 Working Capital

Working capital¹ of \$187.371m at 31 January 2018 is \$17.706m more than budget, mostly due to the higher cash balance explained above partially offset by lower trade debtors and current liabilities.

8. COLLEGE SUMMARIES

8.1 College of Arts (Te Rāngai Toi Tangata)

With enrolments currently showing a significant increase on the same time last year, 2018 promises to be a positive as well as busy year for the College. The University will start the process of remediating the Elsie Locke and James Logie buildings and creating an 'Arts Precinct' in the area formed by these buildings, Karl Popper and the Arts lecture blocks. This will involve significant decanting for staff, but will result in better quality facilities and a stronger sense of identity for the College. This reconfiguration will also include the Ilam-based part of the School of Music relocating to the Fine Arts buildings to form a creative arts hub on campus.

Also this year, the College will embark on the Organisational Culture initiative, with staff surveys and workshops planned for later in the year, and will progress its review of the Bachelor of Arts and other degrees as part of revising its five-year strategic plan.

In common with other Colleges, the College will also be working hard to ensure the best possible PBRF return from academic staff in the mid-year assessments. Two new degrees will be offered this year, the Master of Writing and the Master of Strategic Communication, and we will progress a proposal for a new Bachelor of Communications potentially to be offered from 2019.

UC Arts, our outpost at the Arts Centre in the central city, ensured the College retained a stronger than usual public profile over the summer break, with amongst other things, a new exhibition at the Teece Museum, 'Buried Treasure: Archaeology and the discovery of lost civilizations', aimed particularly at younger visitors. Events at the location in UC Arts first year of operation so far includes four conferences, four Arts Festival performances, over 60 concerts or student recitals, about 60 public lectures, seminars workshops and masterclasses, and some 12,000 visitors to the Teece Museum, with more members of the public already having seen the Logie Collection than in its entire history on Ilam campus.

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: <http://www.canterbury.ac.nz/arts/arts-news/archive/arts-update/>.

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

Student Recruitment 2018: Domestic and international applications to enrol and actual enrolments to-date are higher than this time last year across all major programmes in Business and Law. Term One of the Executive Development Programmes (EDP) has already commenced and new-to-UC enrolments for these programmes are 17% higher than this time last year (89 EFTS compared to 74), with a 63% increase in international enrolments. The Business School will shortly also welcome the first cohort of 30 new students from Mara Kolej Professional (MKP) College,

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

Malaysia. These students will spend two years at UC completing a BCom degree in accordance with a new pathway programme established with MKP.

Internationalisation: 60 students from the UC Business School participated in two successful international study tour courses over the summer, both of which received funding from the Prime Minister’s Asia Scholarship Fund. Thirty students travelled to China, spending three weeks at Zhejiang Gongshang University (ZGU), before travelling to Beijing for a week where they visited Peking University and companies including Gungho Pizza Company and Days Inn Hotel Group. Additionally, while in Hangzhou, the students were invited to the headquarters of the Alibaba Group, China’s largest ecommerce company. In January, the Business School hosted a reciprocal visit by a group of 20 students from ZGU. Also, 30 BCom students spent three weeks at the University of Chile, Santiago and visiting Chilean wineries as part of a comparative study of the economics of the Chilean and New Zealand wine industries.

UCE Annual Summer Startup Showcase: On 8 February UCE held its annual summer start-up showcase. This was an exciting culmination to the 12 week, intensive programme, with the top 12 summer ventures pitching to a panel of five judges and an audience of over 200 guests. Prizes were awarded to Chris Bacon (STATisfying Sport – sport injury reduction) for Best Pitch; to Ron Park (Kōrure – health supplements for joint pain) for Best Hustle; to Oliver Hunt (Medsalv – reprocessing of single use devices from surgery) for Best Opportunity and also the People’s Choice; and to Laura Robinson (Purpose Projects – more effective international student volunteering) for Best Social Impact. Attendees and judges commented on the high calibre of all presentations and the wide variety of ventures in this year’s programme.

UCE student in winning team for the NZTE NZ-India Sustainability Challenge: UCE student Nic Steyn (completing a Bachelor of Science) his two teammates from Manipal Institute of Technology in India won the 2017 NZ-India Sustainability Challenge with their venture VaxiBead. VaxiBead tackles sustainability issues facing the vaccine industry in India, through a digital vaccine record keeping system. Nic spent two weeks in India working with his Indian teammates to develop the idea and present to panel of judges. His Indian teammates will be visiting UC in March 2018 to continue working on this venture.

New Academic Staff: We are delighted to welcome three new academic colleagues into the College: Olivia Erdeyli, Lecturer in School of Law; Jan Jakob Bornheim, Lecturer in School of Law; and Jamie Collins, Professor in Entrepreneurship and Innovation.

8.3 College of Engineering (Te Rāngai Pūkaha)

With teaching due to start, the College anticipated a minimum of 127 domestic students fully enrolled in the new Product Design degree. This is already more than double the UC Council-approved business case for the first year of the School, and is a resounding success for the College. It will now be looking at space requirement for 2019 and beyond as the School could very well end up being 200% of the original budgeted size within just two years, and more labs will be needed. Some 36% of the domestic cohort are female and nearly 50% are from outside Christchurch.

The College has developed a brand new peer mentoring scheme for Intermediate students called ENG ME! New engineering students will be in a mentee group and supported for the first term by one of last years’ Intermediate students. We have carefully selected the mentors based upon individual interview and they have been trained by the mentoring group at UC. We are also arranging specific events for the new Intermediate students to introduce them to the College, academic staff, and the academic programme options available. This is to try and help them feel more “at home” in a large cohort that has up to 1,000 students. The process is being overseen by the new Dean Intermediate recruited in late 2017 from the College Professoriate, especially for the purpose of increasing retention from Intermediate to a second year at UC.

In association with the International Relations Office (IRO) the College is continuing to recruit actively in India specifically via a staff member who has contacts there, with a well-connected postgraduate student assisting. The College already has postgraduate programmes developed in response to the Indian market and expect these will be attractive.

All of the CETF projects have been handed back to the College except the large fire lab which still needs some final testing. Staff have been very busy moving in and preparing for the new academic year: while it has been a challenge, we are confident the new facilities will be ready.

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

Thanks to the collective efforts of both professional and academic staff, our student recruitment and retention efforts are bearing fruit. We have had especially strong growth in enrolments in our teacher education programmes, including a high number of secondary teacher candidates in the STEM areas. As our initial teacher education (ITE) programmes begin before the traditional university calendar, they serve as a strong indicator of our growth and potential enrolments across the board. The post-graduate nursing pathway has also seen positive growth, with this year showing a record number of students (29). Another very positive trend this year is the increased conversions of UC graduates to our graduate diplomas and post-graduate offerings in teaching and health. While our final data won't be available until March, the current trends suggest the College will have increased our new domestic (14% increase) and international enrolments (40%) in all our undergraduate programmes, as well as demonstrating high rates of retention of existing students.

The College continues to strengthen its international efforts, through direct recruitment of students, and establishing collaborative partnerships with carefully selected universities. The Canadian market for initial teacher education continued to expand and we now have 75 students enrolled. We continue this year with our exchange with *Sonada Womens' University*, and welcomed our inbound visitors on 12 February. Our students will again head to Japan for the outbound visit October this year. After a visit to China by Finance Manager Simon Arnold and Tony Baird, International Relations Manager, the UC has entered into MOUs with three universities. The MOUs are the first official steps in the process of exploring possible exchanges and engagement by students and staff. Through the efforts of Professor Richard Light, UC has established an MOU with the Republic Polytechnic (Singapore) to give advanced standing for the BSpC, and is also in the early stages of discussion with Singapore NIE about a similar arrangement.

With ongoing leadership from Dean Julie Mackey and programme coordinators, the College continues to make strong progress aligning academic programmes to the graduate profile. The outcomes from the curriculum audit of current practices in the bicultural strand highlighted the solid foundation academic staff have established in many of our programmes. The audit process also demonstrated the growing strength and expansion of community engaged learning. In January, 25 staff in the college competed the Tangata Tu, Tangata Ora workshop as part of ongoing efforts to advance our bicultural work. Additional workshops have been scheduled for staff within the College throughout the year.

The College is especially proud of the acknowledgement by the New Zealand Association for Research in Education (NZARE) of two of our staff for research excellence. Associate Professor Sonja Macfarlane was awarded the Te Tohu Pae Tawhiti Award in recognition of her original contributions to Māori and indigenous education and whānau-orientated research.

Kaiārahi Pasifika Tufulasi Taleni received the Rae Munro Award for excellence for his Master's thesis on effective leadership for lifting Pasifika achievement. He is the first Pasifika researcher to receive the award.

8.5 College of Science (Te Rāngai Pūtaiao)

A particular focus of work throughout the summer for much of the College has been on decanting our operations, moveable scientific infrastructure, and various curated stores into the new Ernest Rutherford building ready for the start of teaching. This has been an immense task, compressed into a shorter amount of time than anticipated due to delays in building completion. There has been additional complexity as staff have juggled, adjusted, and adapted on a daily basis to accommodate the needs of the various contractors putting final touches to the fit-out. As well, the same staff have been involved in preparing various demonstrations for the formal opening.. Our staff – and especially the technical staff – have grafted hard and constructively to make this happen in time for Semester One teaching. It is a major achievement, and I would like to acknowledge all those staff here.

The College celebrated its receipt of the new building with an informal staff lunch on 9 February. Many staff who attended the lunch had not previously walked through the new building, and it was a privilege and delight in particular to see the surprise and awe on the faces of those staff as they walked into the building atrium on the north side. It has also been moving to hear those academic staff who have recently been on sabbatical to some of the best universities in the world return and say “These labs are the best I have ever seen”.

A team from across the College has also continued work through the summer on the development of a proposed new undergraduate degree (with the working title Bachelors of Applied Science: this may change) to be offered from 2019 in collaboration with Lincoln University. A key feature of the approach has been the style of collaboration: we have co-created all aspects of the proposed degree. We are – of necessity – taking a parallel “design and build” approach to the proposal development, as we rapidly approach our internal deadlines for approval for academic compliance. There are a range of aspects of this new degree that will make it a unique offering – including the fact that it will have undergraduate research at its heart – and we look forward to fully fleshing out those aspects over the next few months.

9. Conclusion:

As I begin my final year as Vice-Chancellor I am increasingly confident last year will be seen as the year in which the majority of our efforts moved from Recovery to Transformation and Growth. This year will see momentum build as we conclude the major recovery capital works projects and firmly establish the trajectory of increasing domestic and international student enrolments. It would appear that Christchurch high school leavers bound for University are once again deciding to stay in the city and we appear to have increasing numbers of students from Wellington choosing UC.

It is important that as we rebuild student numbers we remember that we are carrying staffing levels in aggregate somewhat in excess of what we would have had without the fall in student numbers between 2011 and 2014. We need to find smarter ways of working and prioritise our efforts to avoid the need to increase staffing levels in the face of increasing student numbers – only then will we achieve financial sustainability in 2019 when Government support by the way of unearned SAC funding ceases and interest on money now expended on capital projects falls away. We are on the right path but we must stick to it, and that will take some effort and continuing restraint.

During the time I am in South East Asia on University business (2 to 17 March), the Deputy Vice-Chancellor Professor Ian Wright will be Acting Vice-Chancellor.

2018 promises to be an exciting year with much to celebrate and increased confidence in our future.

10. Appendices

10.1 Appendix 1: Building Update

Overall

UC Futures projects are experiencing a very exciting stage particularly RRSIC1 and CETF as they achieve occupancy and operation by UC staff in February. The numbers of tradespersons on campus are subsequently declining even further with numbers reducing to less than 300. Numbers will continue to decline further during the year by at least another 100, with numbers being supplemented by a number of small to medium size projects increasing activity such as the UCSA Building and the Beatrice Tinsley building projects. Work is continuing safely on all sites with no major injuries again reported for the last period.

Campus Construction Safety Group

The Campus Construction Safety Group continues to meet focussing on the construction projects noting that the membership of the Contractor Round Table Forum is changing as the Capital Works projects change in number and scale. Rehua now provides considerable challenges in managing on site H&S practice as this project experiences an uplift to over 220 tradespersons on site, with the majority involved in internal fit out works creating extremely busy and congested work fronts as Hawkins try to address program slippage. All site teams continue to demonstrate good H&S practice but the transference of responsibility at the personal duty of care level remains a constant challenge for site managers.

The Campus Safety Group continues to focus the UC team and contractors on the additional on campus safety risks that will re-emerge as the students return to campus. For example, there has been a focus on provision and review of appropriate Transport Management Plans and the on campus management of risks associated with large numbers of vehicle movements and mobile crane activities. Cartage of large volumes of materials off campus will increase large vehicle movements as demolition of the existing von Haast building commences in late February and, by necessity, will impact on the main campus central corridor adjacent to Materiki and the James Hight buildings. Noise management and the necessary communications management during the demolition phase will also be particularly challenging for both the contractor and surrounding building occupants.

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 (PC) date – 21 April 2018

Programme delay is largely due to delays in completion of commissioning of services as completion of building works is achieved across all floors and to the exterior of the building. Occupation for UC commenced in late November moving the teaching laboratories equipment first. On site works are as follows:

- Defect rectification
- Ready for teaching
- Final commissioning processes

Considerable pressure has been applied to Fletchers contractors, the UC project Team, consultants and UC sub-contractors to ensure the building is ready for occupation by Laboratory Managers, Technical staff and most importantly teaching for the start of the Academic year. Establishment of research continues to be phased into the building as relocation for some groups is less critical than others where current temporary facilities allow continuance of research activity, or complexity of establishment of research equipment into the new building requires extended periods of time to complete. Completion of outstanding defects, some outstanding non critical works and provision of all final documentation including O&M manuals has caused predicted delay in award of PC. Some of these dependencies will now be frustrated by UC's occupancy and use of the building commencing 19 February 2018, hence the current forecast PC date of late April 2018.

RRSIC Stage 2

Asbestos still continues to be a major issue with the new code requirements on clearance testing that came into force in November 2016 presenting a major impact on programme and contractor mitigation plans for the demolition sequence can only rescue some of the delay. Initial indications show completion of the project will be some 15 weeks later than the original program now shifting to early May 2019. This is largely as a result of not being able to clean the underside of the concrete floor of asbestos which were previously coated in Whisper coat creating a difficult, costly and protracted process to be developed. It should be noted however that the contractor, in conjunction with the UC Project Team and scientists, undertook a considerable number of product and treatment experiments to avoid this considerable impost but unfortunately none of these initiatives satisfied the stricter code requirements and were subsequently not acceptable.

Canterbury Engineering the Future (CETF)

Tranches 1 and 2

The close out of a very small number of outstanding items within the Tranche 1 buildings remains a priority issue and have been subsequently incorporated in the closing contractual arrangements between UC and Hawkins as part of the awarding of PC process. This was required given particularly long procurement lead times for specific plant or equipment, none of which have any detrimental impact on the operation of the buildings facilities.

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 Tranche 2 - Civil and Natural Resources (CNRE) and Mechanical (MECH) wings. Practical Completion was finally awarded to Hawkins for both CNRE Stage B and Mechanical Wings on 9 February 2018. For the most part these two wings are already fully occupied as Hawkins facilitated early set up access to the MECH wing, thus enabling timely occupation by large numbers of Post Graduate students and UC staff to prepare for Semester 1 teaching. Staged set up and commencement of research activity has occurred concurrently, in conjunction with the College, to ensure these set up activities in some spaces did not obstruct the necessary timely delivery of the wings by Hawkins.

Link Building Reclad

Possession of the Link Building was taken 5 December 2017 and offices reoccupied at that time. Practical Completion will most likely be granted in mid to late February 2018 with no known impediments on this being awarded.

Relocation of the College of Education Health and Human Development, Executive Development Programmes and UC Centre for Entrepreneurship. – Rehua (NEB)

- On site sub-contractor resource levels at the end of January 2018 are averaging 190-200 onsite workers per day.
- The most recent program received from Hawkins - programme rev L.6 is under review by both the Engineer to the Contract and Hinds Blunden specialist consultants in Melbourne (commercially sensitive). The proposed PC date currently presented by Hawkins is 14 May 2018 (Code compliance and occupancy 21 June 2018).
- UC works for AV and FF&E installation have been reprogrammed to take place in May 2018, given notice of additional programme delay, and storage of FF&E has been arranged in containers on Dovdale campus until the building is ready for occupancy.
- Progress is being monitored weekly by TPO with a report copied to UC and Hawkins. The latest report discusses elevated risk in meeting the programme dates which was discussed by the PCG at their February meeting.
- Whilst the project is currently on budget, the major budget risk is continued programme delay. RLB have been requested to review worst case scenarios for budget forecasting.
- Completion of the external façade remains a critical programme risk with numerous unresolved quality issues. Hawkins has responded by exercising direct control over the façade subcontractor labour, engaging additional management resource and improved planning.
- UC contingency plans for delayed occupancy are progressing in conjunction with the Colleges and the UC Timetabling team, given the lack of PCG confidence in the contractor achieving even the current program.
- Delays in Atrium glazing and West curtain wall continue to allow water into the building and further delay the fit out works. The basement that was previously flooded is now drying out and the waterproofing risk in this area has reduced considerably.
- Façade tiles are 50% complete and façade glazing is 95% complete.
- Fit-out works are proceeding behind schedule across the North and South buildings. Second fix fit out work is near completion in both building wings with painting and floorcoverings progressing where spaces are complete.

Other Buildings/ Projects

UCSA

- Delays are currently being expected as a result of lack of services design completeness and coordination. The full impact of this, with recommended mitigation and acceleration measures, are still being developed in conjunction with the contractor and understood by the team as this was only tabled as an emerging issue anecdotally at the start of the year.
- The mechanical services design of the building is the current critical weakness within the project and the project and Capital Works management team are actively working to address this with appropriate measures.
- The Wellness Precinct Infrastructure works is nearing completion with the Health Centre, sub-station and major disruptive areas of works forecast to be completed before Semester 1 or are already completed. The reinjection bore is the only significant infrastructure component left to be constructed.

- The UCSA Fit-out design and procurement strategy is underway and progressing on track and within budget.

Logie and Locke refurbishment

- Detailed design is currently being finalised. The completion of detailed design is expected by the end of February, this will allow the quantity surveyor to complete their detailed pre-tender estimate.
- The project is on track to go to tender in early March 2018.
- The building consent application is currently with the CCC, and UC expects the consent will be granted by the end of February 2018.

Postgraduate apartments at Dovedale

- The apartments have all been handed over to CLV for occupation, with students moving in on Friday 2nd February 2018.
- Naylor Love continue to work through the final minor defects, training of Engineering Services Staff and handover of the O&M manuals to achieve Practical Completion.
- An official opening is being planned for March once a date with an appropriate Minister can be confirmed.

Upgrade of Existing Residential Halls

- CLV have confirmed that they are willing to shorten student contracts to allow the required access period for Cannon to be strengthened in the 2018/19 summer period.
- Investigations have been undertaken in the 2017/18 summer to enable works to be planned accordingly.

Warehouse Lecture Theatre and Sports Lab Project

- The Warehouse Lecture Theatre Project is now completed with CPU provided as planned before the start of February 2018. The Lecture Theatre portion of the project is now ready for operation and teaching. The success of this project is a result of a full collaboration and proactive relationships between the Project Team and the contractor/sub-contractors.
- The current total project budget estimate is that the project is currently forecasted to be within the approved Business Case budget.
- A variation to the contract is being established to include the Sports Labs required under the recently approved Clearing the Villages Business Case. The detailed design for this is expected to be completed before March 2018 with works completed and the respective Village units vacated before June 2018.

Projects in planning this month include:

- Procurement of a funding partner for future Student Accommodation (ITPD).
- Communication Disorders relocation.
- College of Business and Law growth/accommodation planning.
- Next stage of Recreation Centre Business Case.
- Implementation of Clearing the Villages project phases.
- New Learning and Teaching Spaces planning for 2018/2019.
- Kaikoura Field Station Business Case.

10.2 Appendix 2: Upcoming Events Calendar

Date (day/date/month)	Time	Venue	Event name	Key goal
21 - 22 February	11am - 2pm	Okeover Lawn	UCSA Clubs Days	Retain
Thursday 22 February	10.30 - 11am	Roimata, University Drive	Commemorative Pathway dedication	Promote
Saturday 24 February		Ilam Homestead	Alumni Family Day Picnic	Promote
Saturday 24 February	7.35pm	AMI Stadium, Christchurch	Crusaders v Chiefs	Promote
Tuesday 27 February	6 - 9pm	C-Block	Late International Welcome 2018	Retain
Saturday 3 March	9am - 3.30pm	Godley Head	UC and SVA present The Big Give	Promote
Saturday 3 March	7.35pm	AMI Stadium, Christchurch	Crusaders v Stormers	Promote
Tuesday 6 March	9am - 1pm	John Britten building	SVA UCan programme for Year 12 students - Part 1 of 4 (Introduction)	Promote
Wednesday 7 March	1.30 - 4pm	Undercroft	Commerce Careers Fair	Retain
Wednesday 7 March	6 - 8.30pm	Undercroft	Law and Justice Recruitment Evening	Retain
Wednesday 7 March	7 - 8pm	C-Block	UC Connect - <i>Horror for the Faint-Hearted</i> , Dr Erin Harrington, Lecturer in English and Cultural Studies, UC Arts	Promote
Friday 9 March	10am - 2pm	Wellington	Update Day Wellington	Recruit
Saturday 10 March	7.35pm	Wellington	Hurricanes v Crusaders	Promote
Wednesday 14 March			SVA UCan programme for Year 12 students - Part 2 of 4 (Project Day)	Promote
Saturday 17 March	7.35pm	Otago	Highlanders v Crusaders	Promote
20 or 21 or 22 March	Time TBC	Sonoda, Dovedale campus	Hayashi Residential Accommodation opening	Promote
Wednesday 21 March			SVA UCan programme for Year 12 students - Part 3 of 4 (Project Day)	Promote
Thursday 22 March	Around 5.30pm	Engineering	School of Product Design Opening	Promote
Saturday 23 March	7.35pm	AMI Stadium, Christchurch	Crusaders v Bulls	Promote
Tuesday 27 March		Undercroft 101	SVA UCan programme for Year 12 students - Part 4 of 4 (Reflections)	Promote

10.3 Appendix 3: VC Activities

Past	
10 January 2018	<ul style="list-style-type: none"> • Attended Postgraduate Certificate in Antarctic Studies (PCAS) Syndicate Group Presentations
21 January 2018 – 27 January 2018	<ul style="list-style-type: none"> • Travelled to Guangzhou, China on university business
1 February 2018	<ul style="list-style-type: none"> • Attended the Hayashi Blessing Ceremony
7 February 2018	<ul style="list-style-type: none"> • Attended the Blessing Ceremony for the School of Product Design
8 January 2018	<ul style="list-style-type: none"> • Attended the Universities NZ meeting in Wellington
9 January 2018	<ul style="list-style-type: none"> • Hosted dinner for Residential Advisors
13 February 2018	<ul style="list-style-type: none"> • Hosted a Community meeting
14 February 2018	<ul style="list-style-type: none"> • Attended VC Staff Forum • Attended Halls of Residence Dinner with University Hall
15 February 2018	<ul style="list-style-type: none"> • Co-hosted a strategy day with SMT and Academic Staff • Attended and spoke at the Ernest Rutherford Building Opening
16 February 2018	<ul style="list-style-type: none"> • Spoke at O Day- Parents and Whānau session • Attended Professor Mary Fowler’s lecture at the Arts Centre
19 February 2018	<ul style="list-style-type: none"> • Spoke at VC Welcome to MEM Class of 2018
20 February 2018	<ul style="list-style-type: none"> • Attended Halls of Residence Dinner with Rochester and Rutherford Hall
21 February 2018	<ul style="list-style-type: none"> • Spoke at the new Staff Induction
22 February 2018	<ul style="list-style-type: none"> • Attended the Commemorative Pathway dedication
23 February 2018	<ul style="list-style-type: none"> • Attended Halls of Residence Dinner with Kirkwood Hall
Future	
27 February 2018	<ul style="list-style-type: none"> • Attending a meeting with representatives from ARA/ Lincoln and the CECC about immigration policy
1 March 2018	<ul style="list-style-type: none"> • Attending New Zealand China Council Lunch
2 March 2018	<ul style="list-style-type: none"> • Hosting UCSA Exec 2018 dinner
3 March – 17 March 2018	<ul style="list-style-type: none"> • Travelling to South East Asia for University Business

**TE POARI AKORANGA
ACADEMIC BOARD**



**RECOMMENDATIONS TO THE COUNCIL
FROM A MEETING OF THE ACADEMIC BOARD
HELD ON FRIDAY 9 FEBRUARY 2018**

The Academic Board met on Friday 9 February 2018 and recommends:

- 1. That the Council note the report from the Academic Board**

Professor Ian Wright
Chair
Te Poari Akoranga – Academic Board
16 February 2018

UNIVERSITY OF CANTERBURY
REPORT OF THE ACADEMIC BOARD MEETING HELD ON
FRIDAY 9 FEBRUARY 2018
TE POARI AKORANGA

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

1. CHAIR'S REPORT

The Chair spoke to his memo outlining an executive decision made during the summer recess of the Academic Board to progress regulation changes that were expedited due to the Government's Fee Free policy. The University Council had accepted this advice and changes to refund regulations were now in effect. In answer to a question, the Chair reassured the Board that very few students were likely to be adversely affected by the change and that in those instances application of Hardship may be applied on a case-by-case basis.

2. THE VICE-CHANCELLOR'S REPORT

The Vice-Chancellor apologised for his lateness due to a Universities NZ VC meeting in Wellington and flight issues. He gave a verbal update on the following:

- Enrolment – he noted that applications to enrol (ATEs) looked very encouraging and that the enrolment process was operating far more effectively. There was however evidence that there was a further increase in applications to multiple institutions, so it is still uncertain what the final conversion is likely to be like. However, enrolment in the Halls (begin full) suggests that we could hit our planned 2018 budget.
- Facilities – he noted, and thanked, College of Engineering staff as their building project comes to an end. He noted that the Prime Minister would soon be opening the new Ernest Rutherford Building. However, both the von Haast demolition and Rehua buildings still offered significant challenge.
- Staff turnover – he noted only a 1.7% academic staff turnover in 2017 and 6% from general staff. He acknowledged the staff's commitment to the institution.

The Vice-Chancellor took questions from the floor:

- What was the state of Waikato's Medical School plans, given the potential implication of Med Schools on QS rankings? He noted that the proposal would need in excess of \$60M in funding with a third each from Waikato University, the Waikato DHB and the Government. In parallel both Auckland and Otago appear to have addressed many of the concerns that the Waikato proposal aimed to address.
- What is the deficit forecast for 2018? The forecast is in the order of \$6M to \$7M should enrolments reached the planned target. The forecast is to breakeven in 2019 and for further (non-deficit) growth into the future.

3. UNIVERSITY RANKINGS

The Deputy Vice-Chancellor highlighted a presentation to be circulated to departments and schools aimed at improving the University's ranking in international benchmarks, and in particular the QS rankings. The specific points of note included:

- Rankings are important for recruitment of students to the University. This was well known in the case of international students, but was also becoming important for domestic students. Discipline specific rankings were additionally important, particularly in the case of postgraduate recruitment.
- Rankings are also important for the establishment of international institutional level collaborations.
- UC has consistently ranked as number 3 out of the 8 NZ universities.
- Within New Zealand, there is a strong correlation between PBRF and the QS rankings.
- Specific and immediate actions the University could take to improve its ranking scored included: nominating international scholars linked to the University into the QS surveying system (400 per annum), nominating employers linked to the University into the QS surveying system (400 per annum), all staff to have ORCHID identifies and these to be associated with the University, encouraging publications with those indexed by SCOPUS, to encourage journals not indexed by SCOPUS to be indexed by them.

Questions and comments from the floor included:

- Some clarification was sought on the data presented in citation and publications table.
- Could some disaggregation of the citation and publication data be provide, e.g., disaggregate all of engineering into its disciplines.
- There was a discussion clarify the choices made by students to enrol on the basis of rankings. Examples were given of MARA and provincial Chinese governments not even considering sending their scholarship students to institutions with a QS ranking over 200.
- A concern was raised that the proposed interventions and priorities outlined in the presentation could be in conflict with other University priorities such as learning experience and teaching resourcing. The concern was also raised in the context that the majority of the University's income come from teaching activities.
- A concern was raised about the capacity for staff to undertake further work in terms of additional tasks. This lead to a discussion on staff student ratios and the need to consider this as a separate issue. The DVC indicated that the proposal didn't necessary call for additional or increased levels of publication, but rather a focus of publishing in more influential and international journals that were SCOPUS indexed.
- It was acknowledged that some disciplines are not well served by SCOPUS. The Research Committee and the Library are looking at ways to encourage these Publishers to consider SCOPUS indexing.
- It was agreed that easy wins such as all staff enrolling for ORCHID and associating these with the University should be pursued.
- A question was asked on the lifting of the current ban on hosting conference? The DVC responded that this was going to happen in conjunction with discussions with other parties, including UCSA, about smarter ways of using University resources and those of others.
- A question was asked on what the University felt should be its target QS ranking. The DVC responded that he felt at least a ranking of 170 was achievable over the next 2-3 years, which would clearly distinguish us from VUW.
- A question and concern were raised about whether this target was achievable without distortion of University resources to this objective. The DVC felt the target was realistic, for example 18 additional international academics responding to the survey

about Canterbury would contribute an entire QS point. UC already has a well-established publishing work ethic, if this was better targeted this could make a significant change.

4. ANNUAL REPORT OF THE LEARNING AND TEACHING COMMITTEE

The Assistant Vice-Chancellor Academic highlighted the Learning and Teaching Annual Report for 2017 and paid particular thanks to the various sub-committees.

5. DRAFT REPORT FROM THE ACADEMIC BOARD REVIEW WORKING PARTY

The Chair prefaced the discussion with a note that the report would be sent out for wider consultation and that Academic Board would have an opportunity to discussing this item again before Academic Board's view was presented to the Council. He therefore recommended that today should be preliminary discussion with formal motions being tabled in the agenda at the next meeting if these were required.

Associate Professor Julie Mackey (Chair of working party) and Professor Roger Nokes (Council member and member of working party) then introduced the draft report to the Board. They reminded the Board of the terms of reference for the review and the concern from the Council that the quality of advice from the Board had often been non-existent or poor. The working party noted the poor regular attendance of members (on the whole) to meetings, the lack of debate at times and that there was seldom strategic discussion; the business of the board has become very transactional. Board needed to play a much more strategic role in the University, providing proactive advice to both the Council and SMT. There needed to be a much better relationship between Board and Council and SMT.

Other key discussions of the working party included:

- the selection process of the Chair;
- diversity of voice should significantly improve by a greater emphasis on elected members;
- some thought had been given to the committee structure of the Board;
- a smaller board also necessitated improvements to the engagement of staff within College Board meetings and their sub-committees;
- clarity of the legal relationship between the Board and the Council, noting that while the Board is independent of the Council and not a sub-committee, that changes made by the Board needed to be done in unison and endorsement of the Council in order to maintain its credibility and working relationship with it.

Question and observations from the floor included:

- Thanks that the draft report would be circulated and an opportunity for more considered input to be given. Could the draft be amended to include the following items?
 - The entire Education Act 1989, as amended, Section 182
 - The current Terms of Reference of the Board
 - The current Composition of the Board
 - The current Standing orders of the Board
- Could there be clarity on the following terms:
 - “Constructive”; and how constructive debate may align with robust debate and objection.
 - “Pan-University perspective”

- “sustainable and efficient use of resources”; being a characteristic that the Board would need to be mindful of when giving advice (pg 7 draft report)
- A recommendation that college meetings and committees encourage good turn out to discuss the draft.
- There was some discussion on the meaning of “representation” and whether the proposed composition met the objectives of representation. Views included:
 - Concern that junior staff members would unlikely have a voice;
 - Concern that Pasifika students may not have a voice;
 - Concern that international students may not have a voice;
 - Concern that specific (usually small) disciplines may not have a voice;
 - Concern about how diversity of voice could be ensured;
 - Concern that senior management would have an increased voice;
 - Concern about the significant overlap of senior management on Board and other committees that advise Council;
 - Could college representation be decreased to only 2 elected members?;
 - The working party had considered the issue from the perspective of designing the composition from scratch, as well as looking at other institutions;
 - A member spoke in favour of the new representation and felt that this would challenge members of the Board to truly consult with their colleagues and beyond their immediate circles in order to be true representatives. Further, that all too often currently people at the meeting only represent their own view;
 - The member also spoke in favour of working parties of the Board that drew from staff not on the Board.
- Could there be further clarification on the process for appointment and removal of the Chair of the Board.
- Would Council members in attendance have the right to speak and vote?
- There was concern at the lack of ability to send replacements or alternate members.
- With the changed committee structure there was concern about the change of roles currently undertaken by AAC.
- There was a question asked as to how the chairs of committees would be appointed.
- Had consideration been given to other committee structures such as:
 - amalgamation of LTC and the proposed Library and Resources Committee;
 - amalgamation of LTC and the proposed APC?
- A member doubted some of the rationale for the low attendance and wondered if other important commitments, particularly teaching, had hampered participation.
- Another member also doubted the Council’s concern and also wondered if the problem was more one of Board agendas have issues of low consequence or interest to most members. Therefore, members only generally attended meetings that seemed to have relevance to them. The Board needed to engage in more important strategic discussion.

The Chair thanked the working party and the Board for it thoughtful and constructive work and noted that regardless of the outcome of the Board reform he was looking for Board to indeed be engaged in greater strategic work.

Dr Andrew Bainbridge-Smith
Secretary
Te Poari Akoranga – Academic Board
 16 February 2018