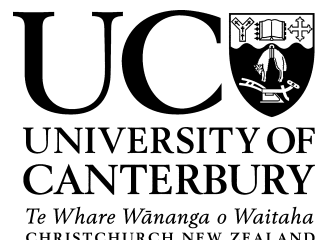


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**VICE-CHANCELLOR'S REPORT TO  
UNIVERSITY OF CANTERBURY COUNCIL JULY 2018**

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## **1. INTRODUCTION**

On July 12, UC welcomed thousands of prospective students, their friends and whānau onto campus for UC Open Day | Rā Tōmene. They got the opportunity to learn more about study options, tour the campus, and get a glimpse of our state-of-the-art new facilities and a taste of the UC student experience. The stunning Christchurch winter day brought over 4,200 visitors to campus compared to 3,693 visitors last year. This 14% increase year-on-year is encouraging, however much work remains to be done to convert interest into enrolments. It is appropriate to recognise the enormous amount of planning and effort that goes into this event with many staff volunteers helping on the day.

Work is now under way to ensure that we can meet residential accommodation demand in 2019 especially for new-to-UC students.

A major recovery milestone was achieved by the end of June with the handing over of the academic villages (Kirkwood and Dovedale) for decommissioning and removal. The effort to meet this milestone has been significant, compounded by the continued delay in completion of the Rehua Building for occupation by the College of Education, Health and Human Development, the Business Taught Masters Programmes and Centre for Entrepreneurship. It is understood that over 80% of the units have been sold to the Ministry of Education, which will relocate them to schools around New Zealand. It may take over a year to clear and re-instate the sites and for health and safety reasons access to the sites will be restricted.

## **2. STRATEGIC MATTERS**

### **2.1 UC Futures**

In recent years the University of Canterbury has undertaken a large programme of rebuild and remediation to buildings on the Ilam Campus. Most of this construction has occurred under the UC Futures programme of work. During this time, UC has worked hard with construction contractors to improve and develop a strong health and safety culture. By the end of 2018 UC forecasts that it will have completed 70% of the \$1.3b capital investment planned for this work. UC worked with construction partners and created a campus-wide round table group to share best practice and learning between competing construction firms in relation to health and safety. UC appointed a full-time health and safety officer with construction experience and worked to standardise and improve the health and safety data collected to include both leading and lagging indicators. The UC Council modelled best practice in undertaking personal site inspections to support the efforts of management. All of this work has meant that to date, UC construction sites have been fairly safe sites and no major incidents have occurred over five years of intensive and sometimes complex construction. UC will not let up on this focus on health and safety in the upcoming years as the University moves back into a more routine construction profile.

### **2.2 Rutherford Regional Science and Innovation Centre (RRSIC)**

The last construction project in the suite of precincts and buildings in the UC Futures programme, the second stage of the Rutherford Regional Science and Innovation Centre (RRSIC), is now rising from the repurposed foundations of the old Von Haast building. The revised programme of works anticipated practical completion around mid-2019. This new building is the office space for the Science Precinct as a whole and, more particularly the new Ernest Rutherford laboratory and teaching block (RRSIC Stage One). It is named after Beatrice Tinsley, one of UC's most distinguished alumnae. A very successful astronomer, her career was marked by being the first female professor of astronomy at Yale, and the publishing of over 100 scientific papers in her short 14 year academic career. Among other accolades, she has a mountain and an asteroid named after her.

There is a small amount of remaining work to complete RRSIC Stage One. This includes the completion of an area for hazardous substances, the cryogenics facility, and two PC2 labs on levels four and five. UC senior management will continue to monitor progress on these important elements of the final phases of work. Final accounts and claims as well as practical completion requirements continue to be progressed with the builder – Fletcher Construction. When these matters are resolved, an updated total programme cost can be forecast.

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

Finishing complex construction projects can be very challenging, and at the very last stages of this project to rebuild almost all of the Engineering Precinct, the construction firm contracted for the build went into receivership. A liquidator was appointed on 5 July. UC is seeking legal advice on consequential actions that should be taken to protect its interests.

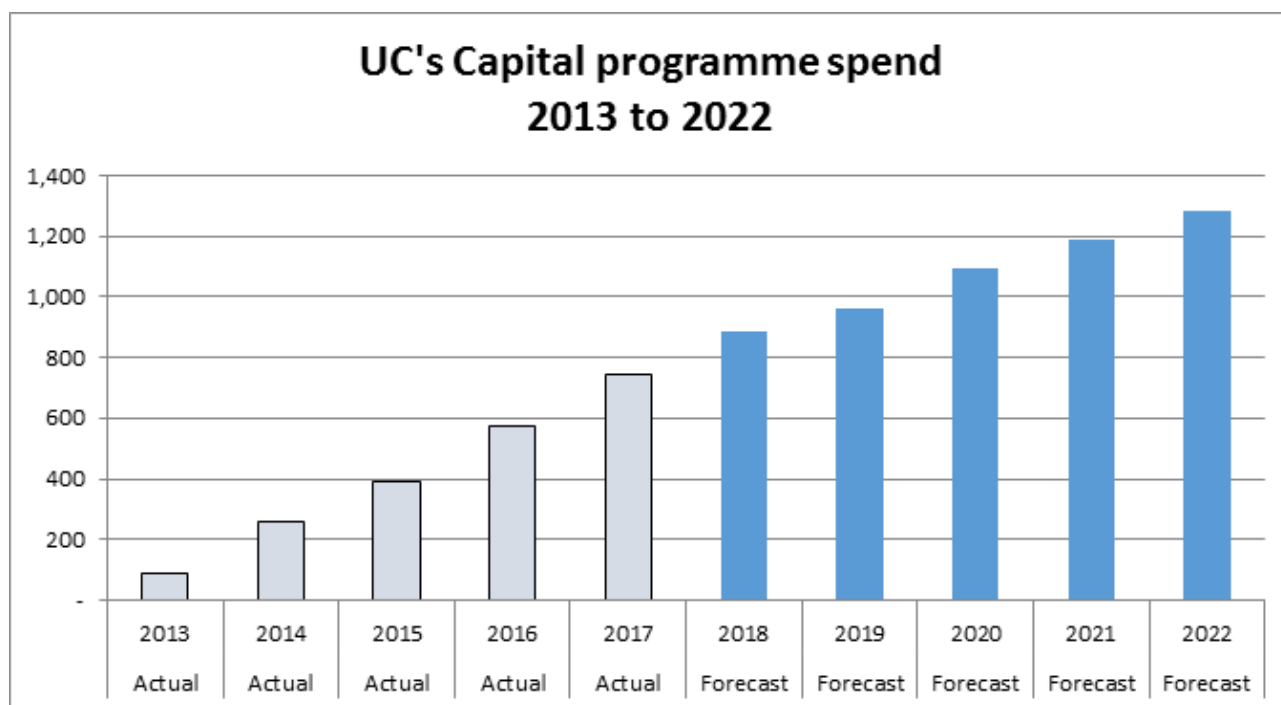
UC is in the process of taking over the management of the last elements of this build, largely in the area of defect remediation and completing deferred works. UC is now working to finalise work on the last five key areas that are critical to ensuring that the College of Engineering does not continue to face delays and disruption in the affected areas. The key areas of concern are the final work on the Large Scale Fire Laboratory, chillers in a key lab for Civil and Natural Resources Engineering, a steam boiler and gas lines needed in the Chemical and Process Engineering labs and some work on trench lids. Again, senior management will be continuing to check on progress in these areas, some of which have been held back due to the receivership.

### **2.4 Rehua Construction project and the move of the College of Education, Health and Human Development to the Ilam Campus**

The construction firm, Downer, has continued to ensure a good level of staffing on the last stages of the rebuild of the old Commerce building, with about 130 staff onsite in the last month. Slowly the last elements of this rebuild are coming together. The contractor removed its façade subcontractor from the project and has had to spend significant time and money on remediating inadequate work on the façade. This work has been a major hold up on the project, as it affects the water-tightness of the building. Further engagement at the most senior level of management is planned. The College of Education, Health and Human Development has ensured that it has not timetabled classes in this building now for the second semester. The College of Business and Law is still working to avoid relying on this very late building project for classes to be conducted in the fourth quarter of 2018.

## 2.5 UC's Capital UC Futures Programme Spend

The chart below shows that UC will have spent 70% of the planned \$1.3b Capital Investment planned for 2013-2022 by the end of 2018.



## 2.6 Graduate Attributes

### 2.6.1 Graduate Profile Highlights

**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.*

As part of the programme of work to introduce a common core to all undergraduate degree graduate attributes, we have included the attributes into our regular five yearly degree review criteria. This year marks the final tranche of such reviews and a key milestone in the implementation of the attribute curricula. The review of the Bachelor of Speech and Language Pathology has just been completed. The last two – the Bachelor of Science and the Bachelor of Engineering with Honours – will be done in the coming months. Once they are complete, UC will report this to the Government, completing one of the last milestones the University committed to under the UC Futures Crown Funding Agreement signed in 2014.

The embedding of the Graduate Profile across academic disciplines in degrees is evident as Colleges restructure and/or create new offerings in their undergraduate degrees to both enhance the core curriculum while making more explicit and more intentional within the degree. Examples across the attributes are evident in the following sections.

### **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.*

The School of Business is proposing a major and minor in Innovation which directly addresses the employable, innovative and enterprising attribute. In addition, a new course, BSNS299 “UC Employability Portfolio” is being introduced which strengthens the employability and community engagement aspects of the Graduate Profile by requiring students to produce an e-portfolio that includes their CV and examples of written and spoken work. Internship opportunities continue to be developed, promoted and supported.

### **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 next BiCC hui with Deans is in August. Implementation of bicultural contention continues for 2018 and much work continues in preparation for 2019, when Year Two commences for this pillar and further kaupapa will be included in many programmes.

The introduction of BSNS201 Business and Culture into the core of the BCom provides a common basis for developing bicultural competence and confidence as well as global awareness and understanding. This course adds to a suite of courses embedded within programmes at UC that address BiCC relative to their discipline. Another example is the Bachelor of Music (MusB) where one of its aims is to enhance the Bicultural Competence and Confidence attribute across the degree. A new optional course and more explicit work to make the attribute more explicit to students is part of the work carried out.

### **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.*

Engagement with the community is being strengthened and considered in a range of ways across degrees. In addition to the work in CHCH101, a range of programmes have embedded or highlighted outcomes whereby the community is engaged. Recent examples include the courses being rolled out in newly-developed degrees and majors such as ENVR in Science and Product Design in Engineering while new and existing courses are making the community engagement explicit, as in the newly structured Bachelor of Social Work.

### **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.*

Two excellent examples of global awareness were highlighted in July with the Teaching Award ceremony when award winner Masa Ogino presented his work on global engagement of students through his international café. Another excellent example is the work of Donald Matheson who presented his work on world-wide exchanges using social media – with UC students sharing assessment and discussion with students on the other side of the globe.

## **2.7 International growth strategy**

In a first for UC, we signed memoranda of understanding with three of India's leading international high schools: SelaQui International School (in Dehardun), National Public School (in Bangalore) and India International School (also in Bangalore). The agreement scope includes educational pathways programmes and student exchanges, tailored advice and workshops, and marketing campaigns targeted at penultimate and final-year high school students. The University has established strong relationships with the schools through regular delegations to India, which has helped foster Indian school ties through staff and student advice and interactive workshops. UC has hosted principals, teachers and families at Ilam in part of the lead up to these agreements supporting a growing relationship with these Indian schools. UC has been highly successful in recruiting postgraduate students from India into both masters and doctoral programmes. However, it has not worked on increasing undergraduate recruitment in the past and did not have a profile amongst good Indian schools. This milestone is an important step in UC's internationalisation and recruitment strategy.

## **2.8 International**

The team focussed in June on converting the maximum number of students for the July intake. This included focused follow-up by QS Enrolment Solutions (QSES) for students holding full offers of place to encourage them to accept their offers. The team also actively introduced a 'pay deposit to accept' scheme, which has seen a spike in the number of pre-payments received.

UCIC and CCEL students who have become eligible for UC's full offer of place have had their offers issued. A new Enrolment-in-Person process has been put in place to be trialled for the July intake. The aim is to ensure students have a seamless enrolment process and do not spend hours in queues. The plan is to have maximum number of students with approved courses in the system before they have arrived on campus, and have fun orientation activities for them while their enrolment takes place in the background. The learnings from this process will be revisited after the close of enrolment period, and applied in the February intake.

There have also been benefits from aligning the Teaching process to be more student centric. The application process for initial teacher education will be combined and centralised with all other university applications effective from early August.

International staff travelled to Melbourne to attend the QSES Summit. QSES staff will be visiting UC in July to present on their performance to date for UC.

The International Relationships Office hosted a China agent familiarisation. These are the top 10 agents based in China (including JLL, Wiseway, EIC, Aoji, Shinyway) who consistently send us more than 100 Chinese international students per year. By hosting them we are strengthening our relationship with them, and they are gaining valuable information about UC and how to promote our university to prospective students.

### **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. Student activity on Instagram has been strong including club profiles and overseas experience. UCME Videos and profiles have featured on Facebook. Campus and general student life has been focused on our platforms. Google AdWords has experienced good growth as has video views and banner advertising response. Results are 60% up year-on-year.

The major UCME brand campaign is now in market. Twenty-six students are being presented with all colleges and UC7 attributes represented. This campaign is a nationwide initiative with adshells outside schools, billboards, bus backs and online activity (banner advertising and social media). The campaign runs to September.

A series of UCME student profile videos have been developed and now sit on the UCME web pages. These videos are also being featured on social media and other online platforms. Over 40 videos have been completed to date. The website Terminal 4 platform is being upgraded to a new version over the next few months. A new search provider has been selected and will be tested and implemented over the next few months. A new Alumni page featuring over 30 Alumni is due to be launched in July.

A mature student campaign will be launched in late July, utilising press and online advertising in Canterbury. The UC GO Canterbury campaign will be in market in Auckland and Wellington in July and will utilise adshells, online and radio advertising.

The International Prospectus and Travel Abroad guide publications have gone to print. Work is under way on the Postgraduate Prospectus and Guide to Enrolment publications.

#### **3.2 Liaison**

June saw the conclusion of our Information Evenings with Christchurch, Hawkes Bay, Nelson and Timaru events taking place. These were all well attended with increases on previous years by 20.1%, 1.0%, 38.7%, and 44% respectively.

Where schools allowed, Liaison Officers have been in to help plan students UC Open Day. School Career Expos have been attended with a total of four in Hamilton, four in Wellington and 12 in Auckland attended over the last month. Larger scale regional expos have been attended in South Waikato, Taupo and Franklin. Student information appointments, relationship building with influencers and course planning have continued via phone, email and in person.

Careers advisors have been updated through the Hamilton Update day and our own Events-led CA Update days on campus, which were attended by 81 Careers advisors – 18 from Christchurch, 37 from the North Island, and 26 from the South Island regions.



### **3.3 Admissions**

Twenty-eight CCEL (Christchurch College of English Language) students graduated mid-June, and will be expected to transition into UC for the July and October intakes. Another pre-University cohort from Certificate of University Preparation (CUP) have finished their programme of study and the Admissions team was able to change their admission to allow them to start their undergraduate qualifications in July.

Admissions has been fielding large numbers of deferrals for the July intake from International students. Students were given conditional offers to meet requirements by mid-July, but many have been unable to do so, and have asked to defer until February 2019.

### **3.4 Contact Centre Shared services**

The Student First programme team has provided comprehensive and timely training to the Contact Centre team relating to the June and July releases of Easy Enrolment and My eEquals, and the team continues to engage with Student First on a regular basis in preparation for Semester Two enrolments.

Shared Services has continued to provide support to the Scholarships team including as part of the Student First business analysis process. Shared Services has processed 194 UCIC second semester enrolments.

### **3.5 Enrolment**

The Enrolments team is in the midst of mid-year enrolment, with an estimated 524 international students expected. Efforts have been made by the team over the past month to assist UCIC students with visa applications and early enrolment where possible. Mid-year enrolment opened on 4 July and is expected to be busy as Study Abroad, Exchange, MARA, and independent students arrive to enrol in person. The trialled managed enrolment process is revealing areas that work well and areas we need to work on – this information will be crucial when planning for International Enrolment in Person 2019.

### **3.6 Accommodation**

The team has been busy with promotional activities for accommodation applications opening in August. This includes new photos, videos, 360 panoramas, student profile and updating publications. We have migrated to a better platform for applications processing.

We have agreed a more robust reporting process for Homestays with International Student Care (ISC), the homestay provider. The relevant printed and online content is being updated.

### **3.7 Careers**

Recent University Careers and Employability NZ (UCENZ) and NZUni CareerHub meetings provided an opportunity for Careers Heads of Service to share best practice and initiatives. It was agreed that opportunities should be sought for greater collaborative professional development opportunities for Career Centre staff at New Zealand universities.

Discussions between the Disability Resource Service, Careers Internships and Employment (CIE) and Workbridge have centred on better facilitating employment opportunities for students and graduates with disabilities. It is hoped that a partnership agreement will be the result of these discussions.

CIE continues to support academics and students in work integrated learning (WIL) initiatives. It contributed to a discussion on WIL at a recent Learning and Teaching Committee (LTC) meeting and will continue to communicate the value of WIL opportunities to students as part of career education delivery.

Semester Two will see another series of workplace visits taking place across campus. Especially useful to International Students but also open to domestic students, these visits provide the opportunity to learn about specific workplace activities, career paths, culture, developments and potential employment and internship opportunities.

Plans are under way for Careers Staff to shortly deliver seven ‘Parents as Career Educators’ (PACE) workshops. Three will be held at UC, and the others in Auckland, Wellington, Whanganui and Napier. These workshops are targeted at the parents of senior high school students, with the aim of assisting them to help their students to make informed career decisions.

### **3.8 Disability Resource Services**

Currently, 556 students have registered or reregistered with DRS, a 6% increase in registrations since last month. Students continue to engage with their Advisors and staff from the Alternative Format Centre to access support to assist them with their studies.

DRS staff recently worked closely with the Examination Department to support students who require Special Examination Accommodations (SEA) in 955 exam sittings. SEAs included the use of reader/writers, the use of rooms with few others and extra time being granted.

Re-registering with DRS ensures that students receive the appropriate learning accommodations and support they need, and the number of registered students will continue to increase as the semester continues. DRS currently supports students in about 180 courses of study.

### **3.9 Student Care**

Student Care recorded a total of 197 student engagements during June. The unique count over this period was 117.

	June 2018	YTD Total
Student Engagements	197	1,537
Unique Count	117	953

In June the Senior Student International Advisor (SISA) began prioritising the work required for the pastoral code of care review. Meetings have begun to review the International Student Experience Framework and develop an engagement/support strategy in collaboration with IRO and the colleges. A key focus is also improving web-based information for both UC staff and students.

A successful Completion Ceremony was held for the NZAID scholars which was well attended and drew positive feedback from an MFAT representative. The tender process continues with MFAT for the NZAID scholarship programme, with the clarification points accepted and planning under way for a presentation in July.

Work is ongoing to enhance measures aimed at the prevention of sexual violence and sexual harassment. Scoping for consent training and engaging UCSA in a student lead communications campaign are currently under way, along with updating the Sexual Assault/Harassment website. Of note is increasingly complex referrals to Student Care regarding issues around bullying/harassment/sexual violence.

Ongoing planning for effective intervention conversations with the College of Engineering, informal processes and key training are being explored for staff. A meeting was also held with the College of Education, Health and Human Development to explore how to more effectively support students experiencing anxiety.

### **3.10 Student Experience**

#### **3.10.1 Go Canterbury**

There were no Go Canterbury events held in June as it was the end of the semester and students were studying for exams and finishing assessments. The coordinator and student leaders discussed and finalised the programme for Term Three, which will cover Mental Health and Wellbeing, an important aspect in student life.

In Term Three, Go Canterbury students will:

- attend a “Flatting in Christchurch” workshop designed and facilitated by student leaders.
- visit Quake City, followed by a discussion with Student Volunteer Army representatives.
- attend a Mental Health and Wellbeing” workshop.
- go on a ski trip to Porters Ski Field.
- compete against the other first year programmes at a quiz night.

#### **3.10.2 Emerging Leaders Development Programme (ELDP)**

The ELDP Exec put on study nights for the ELDP cohort during study week. A room with snacks and hot drinks was organised for two nights and ELDP Exec functioned as tutors in their fields of expertise throughout the evenings. About 50 students (44%) seized the opportunity to study together with the help of their ELDP Exec and their verbal feedback indicates that they enjoyed the study nights.

Term Three will be packed with exciting development opportunities for the ELDP cohort, kicking off with the mid-year retreat, which combines a panel discussion of former ELDP sharing their journeys since they’ve left ELDP and students pushing their boundaries at Adrenalin Forest. Next, a lunchtime workshop with UC Careers will be offered, along with a Myers Briggs workshop throughout which students will learn more about their personality types. A social barn dance will be held at Ilam Homestead, and Chris Jupp from World Vision will inspire the ELDP cohort to practice service leadership in everyday life in another workshop. The students can then implement this approach in the big service project of 2018 where they assist in surveying the use of the Red Zone and thus contribute to the data on the basis of which the Red Zone’s future use will be decided. The First Year Programme Quiz Night rounds off the term’s activities.

#### **3.10.3 Mentoring**

Mentors and mentees involved in the programme 2017 and 2018 were surveyed to gauge their experiences and recommendations. A total of 39 responses were received. Overall, mentors wanted more opportunities to get together as a cohort to share their experiences and support one another, and mentees wanted more group interactions. The new mentoring coordinator joins the team on 2 July and will review the data to make improvements to the programme for 2019, in particular how mentoring contributes to developing UC Graduate Attributes and enhances mentees’ self-efficacy.

Eight incoming international students were matched with mentors for Semester Two.

### **3.10.4 UniLife**

Participants in the group mentoring programme, UniLife, enjoyed a series of small-group activities this term including ice-skating, a visit to the Mega-air trampoline arena, and the very popular 'Escape Room'.

### **3.10.5 MME PhD Academic Writing workshop series (pilot)**

The fifth workshop of the 2018 MME PhD Academic Writing pilot was delivered in June to a dynamic cohort of six Marketing and Management PhD students, all but one of whom were international. These monthly sessions are designed to enhance and extend the students' skillset, progress their thesis writing, and develop peer support capability. Topics are determined by the students to ensure the content is aligned with the students' current writing priorities. This session focused on intra-paragraph coherence. The series is an inter-unit collaboration involving the Academic Skills Centre, the Student Experience Team, and the Department of Management, Marketing and Entrepreneurship in the College of Business and Law.

### **3.10.6 PhD and Masters by Research Student Orientation**

Ten new PhD and Masters by Research attended the tailored research orientation in June. Eight (80%) were enrolled in doctoral studies, and two in a research Master's degree, one of whom is transferring to a PhD. The Colleges of Engineering and Science dominated with eight (80%) of attendees researching in those fields. All ten are international students representing eight different countries – Brazil, Germany, India, Nepal, the Peoples' Republic of China, South Africa and the USA. All attendees rated the experience favourably, particularly regarding gaining information about services and support offered at UC.

## **3.11 Pacific Development**

### **3.11.1 Pacific Development**

Operations: PDT Study sessions were held during the exam break where students were provided with study spaces, resources, and tutors. The programme continues to grow with 40+ attending in the final days to study. It is hoped this effort will see an increase in achievement for the students who attend.

Outreach included attending the UC Careers Advisors Update day, and participating as judges in the Christchurch BizNinja competition, a business competition for secondary school Pasifika students.

Student engagements numbered 106 for the month, with exams and final assessments resulting in a peak in Special Consideration Applications.

### **3.11.2 Strategic Development:**

The UC Pasifika Strategy is being re-drafted, with input sought from a variety of stakeholders. The draft, informed by consultation, will be before Council for approval at the end of August, with the new strategy launched later in the year.

The Ako National funded Project is now completed and the report was positively received by Ako. Dissemination of project findings is now ongoing, with invites to present at a number of events and conferences.

The Pasifika Success Indicators Turtle Resource – a self-review tool for individual staff members, Departments, Colleges and Institutions, which identifies ways to improve personal engagement with Pasifika students and support increased Pasifika Success, is now available for work in our Talanoa Pasifika PD for UC staff. The Ako team is keen to launch of this resource at Parliament in September after the Pasifika Tertiary Forum in Wellington.

The team presented at a College of Business and Law staff meeting and continue to engage with College staff around improving and adding Pasifika content and suggestions to new course offerings through the work of our Kaiārahi Pasifika. This part-time role has now moved from co-ordinating the Ako project to Pasifika academic advice in the Colleges and is working well.

### 3.12 UC Sport and Recreation

June has seen some significant changes in the amalgamation of the UC Sport and UC RecCentre Teams, an outcome of departmental review and the Sport, Health and Wellbeing strategy. A new Director of Wellness Services will join the SSAC team at the end of July. Both the Health Centre and Sport & Recreation team are in this portfolio, and will work alongside each other more closely to expand our health, wellbeing and sport offerings to students.

Participation typically drops in June, with exams and holidays. 2018 has been no different, and we have seen 20,368 check-ins and 413 casual visits. The latter is a combination of our ‘other members’ and staff. Of those check-ins, 92% were UC Students, with 15,586 undergrad visits (76%), and 3,379 Postgrad visits (16%).

#### **UC RecCentre Membership Contracts March – June 2018**

Membership Type	Headcount				Changes May – June	
	As at 31 March	As at 30 April	As at 31 May	As at 30 June	Net change	% change
Affiliate	8	8	14	13	1	↓7.15
Alumni	110	131	148	135	13	↓8.78
Community	80	91	92	97	5	↑5.43
Non-UC Students	126	150	144	162	18	↑12.5
UC Staff	172	185	188	200	12	↑6.38
UC Postgrads	760	877	988	1062	74	↑7.49
UC Undergrads	4194	4700	5238	5555	317	↑6.05
Total Other	496	565	572	607	35	↑6.12
Total UC Students	4954	5577	6226	6617	391	↑6.28
Total Membership	5450	6142	6798	7224	426	↑6.27

#### **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 Group (ASG)**

All UC Round One CUAP proposals have been approved at CUAP and this is testimony to the quality of the both the initial development of proposals and the overall quality assurance processes. UC had some 29 Round Two CUAP proposals, or regulatory changes, approved at the July Academic Board meeting, which is indicative of the ongoing re-assessment and evolution of UC degree programmes over the last three to four years. The bulk of Minor Course Changes have been submitted to ASG, which heralds the start of the timetabling process for 2019.

Semester One marking is now complete with grades released to students. As in prior years, an examination review will be undertaken to understand what process improvements can be made for the future. Allied with examinations, a Review of Academic Performance (RAP), is undertaken to review student performance over the immediate period following the posting of results, with Deans and Academic Managers or Senior Student Advisors, reviewing the record of poorly achieving students. Recommendations are made, ranging from advice letters to exclusion from study. A further review of recommendations at the extreme end of the scale is made at a joint RAP meeting, with some 216 students being reviewed in this latter process.

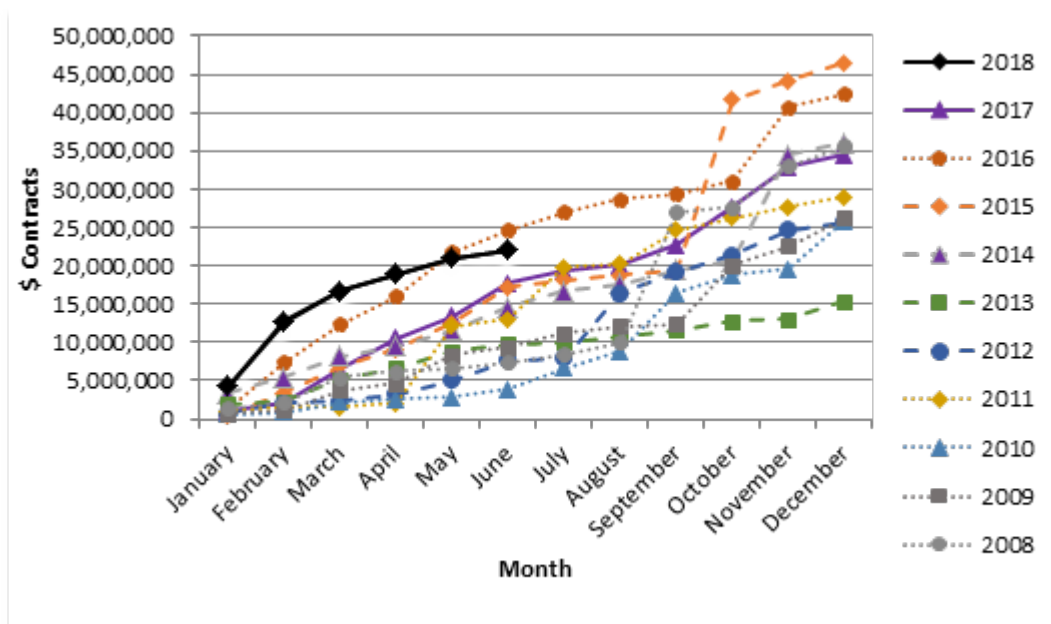
A period of programme reviews and general regulatory change is forthcoming, including a review of the Special Consideration process, and subsequent recommendations for consideration by Academic Board. A new Institutional Research Analyst is being appointed to restore UC capacity to undertake a programme student experience and academic development surveys.

The biennial Postgraduate Student Experience Report has been recently “published” following the survey in late 2017 of UC Masters thesis and Doctoral students. The survey report has been distributed to PVC’s, Deans, and School/Department Heads. An initial high-level interpretation of the survey has been considered by the Senior Management Team, and will be further considered by Academic Board and its sub-committees in the near future. Initial conclusions are: the 55% of responding students are generally representative of the wider postgraduate population across gender, age, ethnicity, citizenship status, and study location; general and student supervision experiences of Masters students can be improved; general and student supervision experiences of Doctoral students has improved; and 49% and 68% of Master and Doctoral students, respectively, are positive / neutral about their financial state while undertaking their research. Further detailed analysis of the survey results will be undertaken by Colleges and Schools/Departments. A high level review suggests general satisfaction and satisfaction with supervision has improved for Doctoral students but declined for thesis Masters students since the last surveys (in 2012/2014).

### 4.1.2 Research Funding

The TEC PBRF submission deadline was 13 July. Portfolios were submitted for 629 (605.7 FTE) staff members, compared to 2012 PBRF submission of 645 staff (611 FTE). The PBRF auditors will be conducting their post-submission onsite visit in mid-August.

R&I is currently managing 387 research contracts, worth a total value of \$143.7m. In the 2018 year-to-date, 123 contracts worth a total value of \$22m have been executed, and 38 contracts worth at least \$13.1m are pending (i.e., in the process of being executed) – with an aggregated total of \$33.1m. UC holds 72 National Science Challenges contracts worth \$23.7m and 59 CoRE contracts worth \$32m (with three NSC/CoRE contracts pending, worth \$0.1m).



### 4.1.3 Research Infrastructure

UC has a significant portfolio of externally-funded research projects, understanding coastal and marine ecosystems, with a current focus around the impacts of the Kaikoura earthquake on ecosystems generally and the commercial fishery in particular. Since closure of the existing UC Kaikoura Field Station in 2016, UC researchers have been constrained in the intensity of their research, though the recent purchase of a house in Kaikoura (as an interim solution) has relieved some pressure. As UC develops the business case for a permanent solution, UC is engaging with other partners to develop multi-partner options. One option being discussed is a joint initiative with Kaikoura District Council with a combined research facility – tourist aquarium partially-funded by Regional Growth Funding, philanthropic funding, and UC. This discussion has drawn the interest of NIWA which is scoping the installation of a seafloor “observatory” near the head of the offshore Kaikoura Canyon. The Monterey Canyon (California), and onshore tourist and research infrastructure is one other example of this concept.

#### **4.1.4 Postgraduate Research**

Numeric highlights from the Postgraduate Office for the month include:

At 30 June, UC has 998 Doctoral students and 790 Masters Students currently doing their theses.

Eleven new Doctoral students were enrolled in June, bringing new enrolments to 117 for the year-to-date, which will likely bring a similar new enrolment number to last year

Fourteen Doctoral students submitted, bringing the total to 81 for the year-to-date and 14 successfully completed their theses examination bringing the total to 71 this year

Nineteen Masters thesis students were examined bring the total to 127, with no students failing.

A comprehensive review of PhD student success rates over the last seven years, is ongoing by the Postgraduate Office. The review has shown a progressive increase of total enrolled and annual completing Doctoral students over the period of 2010 to 2017 from 895 to 1,123, and 110 to 185, respectively. Interestingly, the data also shows some 5% of the total Doctoral population withdraw annually, which is consistent with a cohort analysis by enrolment year that shows between 28% and 13% of students have lapsed, transferred, or withdraw from the programme. The peak of 28% coincides with the cohort enrolled in 2012, with the low of 13% being 2016. Some 91 students are enrolled longer than four years full-time, and these students continue to be actively “managed” by departments and supervisors to ensure timely submission. UC will receive some \$8.9m of Research Degree Completion (RDC) funding for that component of the PBRF allocations in 2018.

#### **4.1.5 Erskine Programme and Ethics**

The arrival of Term Three Visiting Fellows is well under way with 24 visitors and their families due to arrive during the week before teaching starts.

A call for nominations for Distinguished Visiting Fellows (‘the VIP Scheme’) for visit in 2019 and 2020 has been made, with nominations due 17 August. Nominations for 2019 Erskine fellows has also opened with staff encouraged to submit early nominations to assist in accommodation planning.

The Erskine Morning Tea for Visiting Fellows will be held on 25 July. This is always a popular event and an opportunity for fellows and their families to meet each other and UC colleagues.

Applications to all three of UC’s Ethics Committees continue to be strong. The review of the Human Ethics Committees (Human Ethics Committee and Educational Research Human Ethics Committee) is progressing. Schools, Departments and individuals have been asked to provide feedback/comments on their experiences of the Committees to assist with the review. Data is also being collected from other New Zealand academic institutions as part of the review. The review panel is due to meet in August.



## **4.2 Office of the AVC Maori**

### **4.2.1 Kaiārahi**

The Kaiārahi continue to facilitate embedding BICC in course content and programmes of study. The Kaiārahi continue to work on many CUAP documents and provide commentary to academic colleagues to ensure the kaupapa are present and developed throughout courses and programmes of study. During later 2018, a review of roles and responsibilities will be reconsidered, noting the increased work for Kaiārahi and the level of demand from colleagues and staff.

Te Ohu Reo continues to receive many requests, although there was a slight lull over the mid-year break. It is now receiving requests for material which will be used in 2019 and 2020, and we appreciate having some lead time for these requests. Many bilingual course headings have been created and are in use by colleges. Requests for further course headings are welcome.

### **4.2.2 Tangata Tū, Tangata Ora and other staff professional development programmes**

Tangata Tū, Tangata Ora continues to be popular as does Te Reo in the Workplace. Colleagues are now requesting regular opportunities for informal reo practice, so may like to participate in 'Café Reo' run by Aotahi School of Māori and Indigenous Studies, on Tuesdays, 2.00-3.00pm in Te Ao Mārama foyer. For those staff who are part-time or unable to attend full day professional development programmes, the Tangata Tū, Tangata Ora programme held in August, will be run as half day sessions over four days.

### **4.2.3 Te Ratonga Ākonga Māori - Māori Student Development Team (MDT)**

The MDT advisors have been preparing for Semester Two. Over the mid-year break the MDT advisors have been assisting ākonga Māori wishing to enrol for Semester Two. Advisors attended the NCEA review hui arranged by the Ministry of Education and were able to provide some feedback. The academic review process has involved MDT advisors and their Term Three phone calling project starts soon.

### **4.2.4 Māori Recruitment and Outreach**

Ms Michelle Bergman, our Māori Recruitment and Outreach advisor and Ms Jamie Hape, Māori Student Development team leader, provided a UC presence at He Pouwhenua, He Puapua, (the National Secondary Schools Kapa Haka competition 2018). The completion finals were held in Palmerston North, during the week of 2-6 July. This is the first time UC has had a stand at the national kapa haka finals and the University's presence was very positively received. Six Canterbury schools had teams which had made it to the finals; three other schools from Te Waipounamu also participated and thirty-two North Island schools had also made it to the final competition. The competition was livestreamed by Māori TV and the audience at the event was around 6,000 per day. Mr Komene Kururangi (UC academic staff member, Aotahi School of Māori and Indigenous Studies), was on the judging panel.

The UC presence was made possible by the support of the UC Foundation and due to this support, UC was able to provide a modest level of sponsorship for this event. The sponsorship meant that UC was mentioned as a sponsor by the MC on stage several times per day, UC logos were on the event programme and on the event website ([www.kapahakakuruarua2018.co.nz](http://www.kapahakakuruarua2018.co.nz)). Sponsors' logos were also on the screen behind the stage and were visible in coverage by Māori Television. Other tertiary organisations with stands at this event were Lincoln University, Massey University, the University of Otago, the University of Waikato and Victoria University of Wellington. Ara, Te Wānanga o Aotearoa, Te Wānanga o Raukawa, Te Whare Wānanga o Awanuiārangi and UCOL were also present.

The UC stand had many visitors, (more than 300 over four days), including ākongā, their whānau, kaumātua, teachers and representatives from other institutions. Some whānau members had heard about the bicultural changes at UC and were keen to hear about what this would mean for their children if they enrolled at UC. Many of those who engaged had little awareness of UC. There was also a lack of awareness of Christchurch. Those that knew about Christchurch only knew about the earthquakes, so this was an excellent opportunity to share positive stories about UC and the city. Once an analysis has been carried out, a report on UC's presence at the National Secondary School Kapa Haka finals will be provided to Dr Darryn Russell, AVC Māori. We also intend to evaluate other events for their potential in connecting with high school students and building the UC brand with ākongā Māori, whānau and community.

Ekea! Year 12 will be held later in July. We have also run a Year 12 and 13 after school study programme for ākongā Māori from local schools. Although the number of participants has been modest, the ākongā attending have participated regularly and appreciate the opportunity to study with support from tuākana and MDT colleagues.

#### **4.2.5 Māori Research**

A monthly Māori Research hui began earlier in 2018 and to date has been well attended by staff, ākongā and manuhiri. Part of the reason for this regular hui is to provide our postgraduate ākongā Māori with a supportive environment in which to present conference papers and other presentations. The research hui in late June was attended by indigenous academics and postgraduate students from the University of Melbourne. Ms Shawana Andrews, Associate Dean Indigenous Development (Acting), University of Melbourne, presented on her PhD journey as a Trawlwoolway Palawa woman of north eastern Tasmania. She has a background in clinical social work and public health and worked in Aboriginal paediatric health and mental health for many years prior to becoming an academic. Ms Andrews is currently a Lecturer in Indigenous Health in the School of Health Sciences at the University of Melbourne and leads the Indigenous curriculum development for the School. In this role she has led the development of the Many Ways Learning - Indigenous Curriculum Framework which was recently launched during National Reconciliation Week as well as the University's Indigenous cultural walk, Billibellary's Walk.

Ms Andrews has recently been awarded a University Excellence Award for Innovation in Indigenous Education and a national citation for Outstanding Contribution to Student Learning.

Ms Andrews, her colleagues and postgraduate students were hosted by Professor Angus Macfarlane and colleagues at the College of Education, Health and Human Development. They very much appreciated the opportunity to present at, and participate in, the Māori Research hui.

## 5. CONNECT

### 5.1 Communications

<b>Engagement Data</b>	
<b>Intercom</b> <i>Themes included:</i> Academic/Research Diversity Events Funding Governance/VC/SMT Health, fitness and wellbeing Notices Postgraduate Staff achievement/story Student achievement/story Student support/services Staff support/services (excl L&PD) Sustainability Learning and Professional Development Tech Tip UC News/Announcements	Open rate 42.42 average % (International benchmark = 21.8%) The top 10 viewed blogs had these themes <ul style="list-style-type: none"> <li>• Staff/Alumni achievement (3)</li> <li>• Academic/Research</li> <li>• Tech Tip</li> <li>• Student support/services</li> <li>• Notices (2)</li> <li>• UC News/Announcements (2)</li> </ul>
<b>Insider's Guide (student newsletter)</b> <i>Themes evaluated:</i> Competitions / Challenges Events Health and fitness Notices Postgraduate Priority learners Student achievement/story Scholarships / exchanges / careers Staff achievement/story Sustainability UCSA and Clubs UC News/Announcements Wellbeing and student support	Open rate average 54.51% (International benchmark = 21.8%) <i>Themes measured:</i> the top 10 viewed blogs had these themes <ul style="list-style-type: none"> <li>• Wellbeing and student support (six blogs)</li> <li>• Staff achievement</li> <li>• Scholarships and exchanges</li> <li>• Events</li> <li>• Notices</li> </ul>
Twitter	(Measured against all New Zealand universities in and Ara) First for engagement/fan ratio. First for Follower Growth rate. Total followers: 6381 (89 new followers in June). Same time last year: 5217 followers.
Stakeholder Newsletter	1,175 Recipients Open rate 42.6% industry average 16.9% (List ave: 42.7%) Clicks 5.9% industry average 2.2% (List ave: 5.8%)

### 5.2 Communications

Work has started on refreshing the Co-curricular Record brand. The refresh will be carried out in two phases with smaller changes being implemented first and those requiring a longer lead time later. The brand refresh will include student case studies, new photography and updated messaging.

Work on the Think First safety on campus campaign for Semester Two is also under way. The campaign will focus on cycle safety on campus and feature a true story from a student's perspective as well as posters and digital screen content. Think first signage was also arranged for the hoardings around the Beatrice Tinsley site reminding people to take care around construction sites.

The UC Foundation Annual Report 2017 was distributed and published online.

### **5.3 External Relations**

#### **5.3.1 Media**

June media coverage of UC-related topics was again overwhelmingly positive. In June, we handled dozens of media queries on a wide range of topics, including environmental issues, student accommodation, e.coli and water safety, mental health, sexual abuse and harassment, among other topics.

Other media coverage of UC-related topics or experts included: UC scientists using hay bales to protect whitebait spawning, the benefits of online trolling, and using artificial intelligence to identify pest species and biosecurity risks, and the upcoming Youth Leadership Summit between the SVA and 28 Florida students from Marjory Stoneman-Douglas High School.

An analysis of coverage delivered in the 30 days between 1-30 Jun 2018 (Broadcast, Internet, Print) found 691 items (compared with 547 items in June 2017). This coverage reached a cumulative audience of 9,139,209 and had an advertising space rate of \$2,077,012.

#### **5.3.2 External Engagement**

Activities include: coordinating with MFAT, Education NZ and assisting the SVA on media around Florida students visit to UC for Youth Leadership Summit; coordinating with Police, UCSA, CDHB, and other agencies on Good One Party Register. Two UC Connect public lectures scheduled for July – about the Canterbury Roll and discovering new particles – are picking up registrations well. The Canterbury Club speaker series continued. Videos of previous UC Connect public lectures are available to view on the UC Connect YouTube channel.

#### **5.3.3 Stakeholder Relations**

The next UC Community Meeting is scheduled for 13 August.

### **5.4 Canterbury University Press**

#### **5.4.1 Production**

*Bonsai: Best small stories from Aotearoa New Zealand* was completed and printing is now underway. Pre-press work continues on books for the 2018 and 2019 lists.

Reviews, awards, community engagement

*Beyond Manapouri: 50 years of environmental politics in New Zealand* was launched by Minister for the Environment Hon. David Parker in Wellington. Among the guests were former colleagues of Dr Knight from MfE and representatives from Ngāti Kauwhata.

In his speech ‘A vision to restore the environment’ at the Forest & Bird annual conference on 23 June Minister Parker made several mentions of *Beyond Manapouri* <https://beehive.govt.nz/speech/vision-restore-environment>.

Media coverage of *Beyond Manapouri* this month includes a lengthy interview in *NZ Herald* with Dr Knight (3 June) and a feature on *Stuff* (19 June). It was also featured in *Forest and Bird* magazine’s books page.

CUP's forthcoming anthology of flash fiction, *Bonsai: Best small stories from Aotearoa New Zealand* edited by Michelle Elvy, Frankie McMillan and James Norcliffe, will be launched at the WORD Writers and Readers Festival in Christchurch on 2 September; this will be the closing event of the Festival and will be a free event, open to all. *Bonsai*'s editors are also participating in two ticketed events: a panel discussion and a flash fiction workshop.

## 5.5 Events and Partnerships

Events and Partnerships have 20 events and activities it is actively working on, including reviews from events held in Quarter Two and upcoming events: Eke! Year 12 Pathways for Māori and Eke! Year 10 Pathways for Māori outreach events, the Christchurch Women in Leadership breakfast, the Postgraduate Info Evening and Postgraduate Options Week, UC Connect public lecture series, ICT Careers Fair and Chancellor's Dinner.

Around 80 Careers Advisors from around the country joined us for a conference-style two day event designed to showcase UC and Christchurch, its accommodation options, degrees and points of differences. Feedback received so far suggests the event is very useful and relevant, they felt very informed of UC's programmes and the event organisation was very good.

## 5.6 Alumni and Foundation

	<b>Income</b>	<b>Distribution</b>
2018 Target	\$10.5m	\$6.5m
2018 Year-to-Date	\$3.6m	\$4.2m
Total since 2001	\$78.7m	\$43.5m

	<b>Donors</b>	<b>Gifts</b>
2018 Year-to-Date	355	602

### 5.6.1 UCFA (US)

A total of US\$446,218 (NZ\$648,396) was transferred from the US to New Zealand in June with a further NZ\$350,000 expected in the next two months. This already puts the US Foundation in the position of greater income and disbursements than it has had in the history of the US charity. The 2017 Accounts have been filed. Planning is in progress for a US West Coast visit with the Vice-Chancellor to Los Angeles, San Francisco and Seattle in September.

### 5.6.2 UK Trust

Cultivation of UK alumni continued. We have received a pledge to support PhD Travel Scholarships of NZ\$50k per annum with in-perpetuity funding in the donor's estate. The team is working with the Postgraduate Office to define the parameters under which the funds will be made available to students.

### 5.6.3 UCF

The UCF AGM took place in June. The [Annual Appeal](#) was sent to the mailing house and will be received by 15,000 alumni in early July. An E-Ask will be sent to the broader alumni base raising funds for UCSA, Bright Start Scholarships, Pasifika Outreach, Rose Centre Stroke Research and Pukemanu Centre for Child Psychology.

#### **5.6.4 Stewardship**

A donor thank you event held in Wellington was attended by 80 supporters. I hosted a lunch earlier in the day for key Wellington donors and spoke at the evening event. The guest speaker was author and alumna Jane Tollerton. The [UC Foundation 2017 Annual Review](#) was sent to 950 individual and corporate donors who supported the University in 2017, celebrating the impact of their gifts. Hard copies are available from the Alumni team. Cultivation of '[Partner's in Excellence](#)' pledgers has generated additional lifetime giving of \$90k in June. The College of Arts has put on an Exhibition of Historical Chemistry equipment at the Arts Centre in collaboration with the COGs group (Chemistry Old Guys and Girls). The costs of the exhibition have been covered by donations to the University of Canterbury Foundation.

#### **5.6.5 Alumni**

The most recent E-News sent in June has maintained a readership of 33%. Twenty alumni have submitted their books for the author's page of the re-vamped website planned for July. Twenty-nine alumni have been [profiled](#) by Marketing for a media campaign that is due to launch in September encouraging alumni to stay in touch and demonstrates the broad range of industries and roles our graduates go onto after UC to inspire the next generation of students.

### **6. ENABLERS**

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

#### **6.1 Infrastructure**

Business Cases to redesign the safe access and parking issues around the Warehouse Lecture Theatre (K1) and similar issues around access to and through the parking around the Health and Wellbeing Precinct are being prepared.

A further Business Case is likely to be required to add to the infrastructure in the Health and Wellbeing Precinct as the water flow rates achieved from the bore appear likely only to support heat exchange technology for the Health Centre and the UCSA building, not the proposed Recreation Centre as originally planned. A further business Case or inclusion in the Wellness Precinct access and redevelopment case, will need to consider alternatives to "as is where is" sale or demolition of the Events Centre.

An insurance claim has been lodged for flood damage to the Chemistry wing of the West Building (formerly Rutherford) arising from breakage of plumbing connections that when undetected for an extensive period as the building had been locked down as a power outage was required to upgrade an electricity supply distribution panel. UC's insurance excess (\$500,000) is likely to be exceeded on a remediation claim assessed at a cost of around \$4.5m. Flood damage was extensive affecting ceiling panels and floor coverings over seven floors.

Work on the Business Case and CLV contribution to the project to strengthen and upgrade Cannon Hall during the summer is progressing.

A small number of matters remain to be addressed before final accounts and closeout of the Hayashi Hall extension at Dovedale can be completed.

The Implementation Business Case for the Recreation Centre is progressing.

A Business Case to invest to create additional space for the College of Business and Law in the Karl Popper building is under development for signoff by Council in the final quarter of this year.

It is expected the tender for the Council approved upgrade of the Locke and Logie Buildings will be let in August.

The site survey and lease to the UCSA is expected to come to Council for approval in the fourth quarter of 2018.

The UCSA building continues to slip its forecast completion date which has now moved to mid-2019. Further slippage may have implications for access to large format teaching spaces for the second semester of 2019.

The Business Case for the new 400 bed Hall of Residence on Homestead Lane is being prepared. An exchange of letters has occurred with CLV advising them of our intention to present a Business Case to Council later in the year and giving notice as required under our contract with them. UC is also progressing work to seek consent and survey the corner of Homestead Land and Ilam Road as a potential site for a future hall. Rochester and Rutherford has been advised.

## **6.2 High Country Leases**

A number of lease matters remain outstanding and the Registrar continues to engage with leaseholders seeking resolution.

## **6.3 Staff Matters**

### **6.3.1 HR**

The collective employment agreement negotiations have been in abeyance while both parties awaited confirmation about the remaining details of the government's Student Achievement Component funding for 2019, and its effect on University income. This has recently been finalised (as a 1.6% increase) and talks will resume shortly.

Further to last month's report, the Animals on Campus policy can now be found in the policy library. It becomes effective from Monday 13 August. Any existing practices will be reviewed with staff by their managers before that date. Except under strict criteria and with approval, the policy bans animals from University buildings and requires animals brought onto campus to be restrained at all times.

### **6.3.2 Health, Safety and Wellbeing**

The University's Equity and Diversity Plan has been endorsed by SMT. Copies can be obtained through local Equity and Diversity committee chairs, or on the Equity and Diversity website. Thanks have been extended to all staff who contributed, particularly those on the Central Equity and Diversity Committee, who have worked hard to develop the plan. A number of the ongoing or planned initiatives will contribute to an inclusive culture for students and staff, and therefore the overall wellbeing of our community.

## 7. Financial Outcomes: (Management Accounts to 30 June 2018)

June 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	183,131	175,926	7,205	358,865	375,294	16,429
Total Operating Expenditure	186,438	185,967	(471)	366,752	371,207	(4,455)
<b>Net Surplus/(Deficit)</b>	<b>(3,307)</b>	<b>(10,041)</b>	<b>6,734</b>	<b>(7,887)</b>	<b>4,087</b>	<b>11,974</b>
Net Surplus/(Deficit) as a % of Total Operating Income	-1.8%	(5.7%)		(2.2%)	1.1%	
<b>Capital Expenditure</b>	<b>31,686</b>	<b>75,067</b>	<b>43,381</b>	<b>129,576</b>	<b>109,576</b>	<b>20,000</b>
<b>Cash/ Short Term Investments/ Short Term Government Stock</b>	<b>277,442</b>	<b>242,435</b>	<b>35,007</b>	<b>165,286</b>	<b>213,204</b>	<b>47,918</b>
<b>Working Capital</b>	<b>172,089</b>	<b>125,289</b>	<b>46,800</b>	<b>55,730</b>	<b>99,240</b>	<b>43,510</b>

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

Actual Total Operating Income is favourable to budget as at June 2018. This is due mainly to favourable variances to budget in research income excluding PBRF, sundry income, tuition fees, and interest income. This has been partially offset with unfavourable variances in other Government grants. Actual Total Operating Expenditure is unfavourable to budget by less than \$500,000. This unfavourable variance relates to total personnel expenses and total operating expenses. These unfavourable variances have been partially offset with favourable variances in depreciation.

We had been budgeting for an operating **deficit** as at the end of June 2018 of (\$10.041) million, but have returned an operating **deficit** of (\$3.307) million. This is a favourable variance to budget of \$6.734 million.

Capital expenditure is \$43.381 million below budget. \$11.955 million of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year to date budget of \$38.271 million. The remaining capital spend (excluding UC Futures), against budget, is favourable by \$16.513 million. Significant amounts are subject to 'Final Account' discussions with contractors.

### 7.1 Cash Flow

The June 2018 cash position of \$277.442 million is higher than budget by \$35.007 million due largely to higher than expected balances at 31 December 2017, lower operating spend, 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.

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

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



## **7.2 Working Capital**

Working capital<sup>1</sup> of \$172.089 million at 30 June 2018 is \$46.800 million more than budget, mostly due to the higher cash balance explained above and higher other current assets.

## **8. COLLEGE SUMMARIES**

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

At a recent College Strategic Planning Day, Heads of Department gave presentations on their key aspirations and projects in their field, and from these we drew out some central concepts that will help inform a revised College Strategic Plan. Many referred to the importance of collaboration, culture and interdisciplinarity, as well as excellence. In addition to supporting individual initiatives, we also began work on identifying a small number of core cross-College transformative projects that would be our main focus over the next three years.

The School of Music has now vacated its old building on Ilam campus and relocated to the School of Fine Arts. This holds the promise of closer collaboration between our two main creative arts departments, which includes the possibility of creating a sonic art studio within Fine Arts. Music performance continues to operate from the Old Chemistry building in the Arts Centre, which has won a Gold Award in the Heritage Restoration category of the New Zealand Commercial Projects Awards.

The five-year agreement to host the Confucius Institute at UC (CIUC), promoting understanding of Chinese language and culture, is due for renewal at the end of next year. Its current Director, Phil Marshall-Lee, has produced an initial report on its long-term sustainability and effectiveness. The CIUC was one of only a handful of CIs from the hundreds in top universities worldwide to receive a CI of the Year award in 2017.

The new Bachelor of Communication (BC) degree has now been approved by CUAP and will be marketed for entry in 2019. The proposal has been described as a model of good practice, and the degree itself includes features which will set it apart from similar degrees in New Zealand, including the close integration of digital capability, and a unique stream in Maori Communication.

Recent scholarly, cultural and outreach activities in the College include Bronwyn Hayward's talk at UC Arts on 'Sea Change – Climate Politics in New Zealand', Gary Morrison's talk on 'Nocturnal Rome' as part of the Arts Centre's Matariki Night Market celebrations, and our first NCEA workshop on French, delivered to over 330 senior students from 12 secondary schools in the Canterbury region. For details of all such events please see our regular newsletter, *Arts Update*, available at the following link: <http://www.canterbury.ac.nz/arts/arts-news/archive/arts-update/>.

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

Student and staff numbers in Business and Law continue to grow. Total EFTS enrolments for June 2018 were over 5% higher than a year ago and 2018 Semester Two enrolments (including 'new-to-UC' students) are considerably higher than last year. Confirmed acceptances for the October intake for the Business Taught Masters programmes are also significantly higher than this time last year. Staff numbers are also increasing. This year, we have welcomed eight new academic and two general staff members into the College and we are currently recruiting another six academic staff.

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

These additional colleagues will enable the College to introduce new undergraduate and postgraduate academic programmes next year in key strategic areas including Criminal Justice, Technology and Law, Innovation and Entrepreneurship, and Tourism Marketing and Management.

Associate Professors Girish Prayag and Lucie Ozanne have partnered with ChristchurchNZ to investigate the socio-economic and environmental effects of Airbnb on the Canterbury region. Airbnb options in Christchurch jumped last year to 2,400, representing 20% of the city's available accommodation. This research will assist Councils and the tourism industry to better understand Airbnb and similar services and the implications of this trend for the South Island's 'formal' accommodation market.

The 8 Eighth Pacific Law and Culture Conference was jointly hosted by UC Law, the UC Pasifika Law Students' Society and the Macmillan Brown Centre of Pacific Studies with the theme of "Voices of the Pacific in a Globalised World." It involved 90 students, academics and others from around New Zealand and the Pacific. There were three keynote speakers: Fatiaki J, (Vanuatu Supreme Court); Dr Lalotoa Mulitalo (Samoan Law Reform Commission); and Dr Claire Slatter (scholar and activist from Fiji). Over 40 academic papers were presented and there were eight moot teams from five of the six New Zealand law schools, as well as USP Emalus, USP Laucala, and UniFiji. The moot final was held in Court 12 of the Justice Precinct (aka High Court #1), and was judged by Fatiaki J, Judge Soana Moala from the Manukau District Court and Prof Jennifer Corrin from UQ, with over 70 people in the audience. The final was between Otago and VUW, with Victoria emerging victorious. The UC team (Anatea Prince and Shalvin Singh) performed very creditably.

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

As mentioned previously, the College has been offering small stipends to PhD students who have submitted, to write up papers from their thesis. This has proved highly popular, and already four new draft publications have been received by the PVC in the first three months. The research students themselves have thanked the College for this opportunity, and it is planned to continue it for the foreseeable future.

The residential camp for 76 students enrolled in Maths 199, the online Maths STAR course, was once again a great success in promoting UC to some of the most able high school Maths students in New Zealand.

We now have a website for the residential week in 2019 for female school students at <http://www.canterbury.ac.nz/engineering/information-for-schools/wie-can/>, and registration is open. The application form must include a statement on why applicants feel they should attend, their academic achievements, and a reference from a teacher at their school. Only two attendees per school will be permitted and we hoping to cover a large part of the country with this new activity. Experience abroad shows that this exercise can make a significant difference to the recruitment of female engineering students.

We are in the process of recruiting the next tranche of academic staff for the new School of Product Design. This time we have advertised up to professorial level as the School Head needs senior level support for this rapidly growing school. We are encouraged by the international interest and the high quality of applications. We also have a CUAP proposal for a PhD in Product Design and this will immediately be followed up by a Masters proposal.

The first year of our students peer mentoring scheme for Intermediate students, entitled EngME!, is going well. None of the mentors have dropped out and provide regular reports to the College Dean (Intermediate). Students clearly feel more comfortable to speak to the student mentors about problems they are having than staff, and it has been useful for us to learn of some of these and put in place remedial actions if required.

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

We are very pleased that Health Research Education Facility (HREF) has been completed and plans for occupation are progressing. The building has officially been named Manawa, holding the meaning: **Manawa Whenua, Manawa Tangata**. *Pristine water, healthy people*. A blessing ceremony was held on 6 July at which Prof Gail Gillon spoke on behalf of the College, highlighting our focus on cultivating new multidisciplinary and interprofessional collaborations with colleagues from Ara and the District Health Board. An official opening of the building will be held in October.

College staff have been active with a range of marketing and recruitment events, including the initiation recently of a stakeholder e-newsletter. This year's UC Education Mud Run, held in June, attracted 920 school students and teachers (as well as hundreds of whānau supporters) from 30 Canterbury schools, who enthusiastically participated in boggy, yet warm conditions. The College has been the major sponsor of this unique, popular and fun-focused/non-competitive event since its inception in 2012 as a key community engagement initiative.

As part of our expanding internationalisation efforts, Tony Baird, Nick Maitland and Sandeep Sharma (IRO) hosted four visiting principals from India and promoted specific programmes likely to be of interest to their students. Work also continues on preparing for the delivery of a two week study course (UC University Life Experience Programme – ULEP) for two groups of up to 50 students visiting from partner universities in China commencing in August.

For the last several years the CEM centre has been running an annual Kiwi Science, Mathematics and English competitions. These are skills-based and closely aligned with the New Zealand curriculum. The tests are designed by New Zealand teachers for New Zealand students. Kiwi English, Mathematics and Science competitions are now in their second year and we have a total of 14,000 students enrolled, including this year 1,000 students from Indonesia. CEM has also initiated a Spelling Bee this year.

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

The College has been forward to the start of Semester Two. We have completed work on SCIE101, Pūtaiao, te pū o tōku ao | Science, Society and Me, which will begin at the start of semester with 490 enrolments. This is a new core course that all BSc students will take.

We are also making good progress mapping the undergraduate attributes across all of our Science courses and expect to have this completed by the end of August. The assistance from Catherine Moran and Rachel Montejo has been invaluable. An initial mapping of the bicultural graduate attribute was done in 2016, however, there has been a great deal of work done by staff since then integrating all of the attributes and so an update is timely.

Our new undergrad degree, jointly taught with Lincoln, continues to progress still with the aim to run for the first time in 2020.

The plans for colocation of Communication Disorders (CMDS) to the Psychology block is progressing as scheduled, as is work implementing the integration of Psychology and CMDS into one School.

The first UC Science Summer Camp, a week-long event for Year 11 students interested in studying science at university is scheduled from 2-7 December. The camp will be based on the Ilam campus with students staying in university accommodation. During the week they will attend lectures, work in the labs, visit one of UC's field stations, meet with staff and current students, and find out about the amazing research happening at UC.

## **9. Conclusion:**

The brief visit by the VC designate, Professor Cheryl de La Rey, was well received by those staff who had the opportunity to meet and hear from her. The opportunity was taken to meet Council members, members of the Senior Management Team and to provide an introduction to Academic Board members present. Setting UC on a firm path to transformation and growth to ensure a smooth transition is important. Strong growth in student enrolments, research outcomes, cost management and completion of major construction projects will make an important contribution. Endorsement of a number of Business Cases, the updated ten year forecasts, the 2019 – 21 Investment Plan and the 2019 budget will create certainty and maintain momentum while ensuring there is opportunity for a review and refresh of our post recovery Strategic Plan to support the ongoing transformation and growth of the University. I am confident we will conclude 2018 on a strong, positive note, well placed to advance on a number of fronts in 2019 and beyond. I continue to respect and appreciate the efforts of so many people in advancing the cause of the University – its staff, students and other stakeholders.

## **10. Appendices**

### **10.1 Appendix 1: Building Update**

Overall

UC Futures projects, namely RRSIC1 and CETF, were both occupied and largely operational by the commencement of teaching in February 2018 as planned but delay in gaining Practical Completion for Ernest Rutherford is compromising UC's ability to undertake works required to transfer and establish remaining research groups into the building. The number of tradespersons on campus has stabilised at about 300. Work is continuing safely on all sites with no major injuries again reported for the last period.

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

The membership of the Campus Construction Group has continued to evolve and change as the Capital Works projects profile have changed both in number and scale. Generally all site teams continue to demonstrate good Health & Safety practice and respond well to UC's internal and independent Health & Safety auditing practices.

The Campus Construction Safety Group continues to focus the UC team and contractors on the additional operational campus safety risks.

#### **Current Building Status**

Key Progress this month:

#### **Major work**

#### **Rutherford Regional Science and Innovation Centre (RRSIC)**

##### **RRSIC Stage 1 – Ernest Rutherford Building**

Current forecast for Practical Completion (PC) is now extended to late July. The ongoing programme delay is largely due to incomplete works, which the contract requires to be completed before the Engineer to the Contract can grant PC.

On site works are continuing as incomplete works and defect rectification.

Establishment of research continues to be phased into the building as relocation for some groups is less critical than others, particularly 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.

##### **RRSIC Stage 2 – Beatrice Tinsley Building**

The Engineer has awarded an extension of time with a revised completion date of 16 May 2019, the commercial aspects of the claim are still being worked through. Foundations are 90% completed, the timber frame and level 2 floors to the South installed. During July, the remaining timber frames will be installed with floors and roof progressing to all areas.

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

Practical Completion was awarded to the final wing (Mechanical) on 7 February. An agreed list of deferred works and remaining defects are being progressed as post PC project work streams move closer to completion. The Final Account was lodged on 12 March. Agreement on the Final Account is expected to continue into July. On 31 May, UC cancelled our contract with H Construction South Island Limited (as a result of the receivership of H Construction on 11 May) and will progress the completion of the project itself. Significant volumes of work have been let directly to former H Construction sub-contractors after a number of group and individual meetings with Capital Works. The main focus over July will be implementing this work in consultation with the College to minimise disruption.

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

Sub-contractor resource levels at the end June 2018 are averaging 100 onsite workers per day and reducing as the fit-out works are being completed.

The latest programme has a Practical Completion date in July 2018 and handover target date of 7 September. The project team has no confidence in these dates. It is now anticipated that operational occupation via a Certificate of Public Use is likely by late October in preparation for teaching in mid-January 2019. A likely Practical Completion date is February/March 2019. This matter has now been escalated to Downer EDI senior management by the Vice-Chancellor.

The project budget will be in deficit at the end of July. The Project Quantity Surveyors are assessing the potential budget over run.

The external facade remains a critical programme and quality risk. A specialist report from Hampton Jones has identified significant defects in anodised finishes. The scope of remedial works has been reviewed by Hawkins and a site meeting will be held mid-July with all stakeholders to find resolution.

The scope and quality of fire retarding paint finishes have been a major issue. An independent consultant was appointed to oversee the remedial works. Matters have now been resolved and compliance certificates issued.

Fit-out works are proceeding across both top floor areas and are close to lock up stage to enable defecting repairs to be managed. Ground floor and atrium works are progressing.

Hawkins insurance claim for \$2.5m façade repairs has been received by the UC contract works insurer. They are claiming for defective workmanship. This is not an item covered under the policy. We are awaiting the Insurer response.

## **Other Buildings/ Projects**

### **UCSA**

The Project Team, under the guidance of the PCG, continues to review the programme and associated financial risk assessments. Programme workshops have continued and the builder (Leighs) has provided a revised comprehensive programme that integrates their original base build obligations with the UCSA fit-out programme. An initial review by the external project manager indicates that while the logic and sequencing of the programme is sound, unfortunately the forecast practical completion date has moved to late May 2019. A full review will be completed shortly and an independent peer review is being considered.

The programme issue is being exacerbated by design coordination challenges that are largely related to building services and are proving difficult to resolve. The designer (GHD) and builder (Leighs) do not have an aligned view of their respective obligations. This creates a significant risk to both client and contractor as one party will not be satisfying their obligations under the construction contract and will be responsible for the additional time/cost to resolve building services issues and any consequential impacts.

### **Logie and Locke refurbishment**

Building works consents have secured agreed final amendments to the floor layouts which has resulted in some additional design work for power and data cabling but this design work is now largely complete.

Further work by the programming consultant and quantity surveyor has been undertaken to finalise the construction programme and associated costs. The plan to carry out the works on a floor-by-floor basis is not the most cost efficient method and the costs associated with this programme are likely to exceed the available budget. The option to carry out the work in two phases, Logie first followed by Locke is under review, this is currently the favoured option and would likely bring the project back on budget.

### **Upgrade of Existing Residential Halls**

The design team are being appointed to commence the detailed design for the strengthening works to be undertaken in Cannon Hall in the 2018/2019 summer break.

### **Warehouse Lecture Theatre and Sports Lab Project**

Works to the K1 lecture theatre and sports facilities are now complete, with only minor defects to be remedied. The decant is complete, the Code Compliance Certificate has been received and the contractor and quantity surveyor are in the process of agreeing final account.

### **Vacating Kirkwood and Dovedale Villages**

All of the Kirkwood and Dovedale units have been cleared and services disconnected. The units are now available for the removal process to commence.

### **Hall of Residence on Homestead Lane (Heritage Garden Hall – working title).**

#### **Building Name requires process and Council approval.**

With the conclusion of the procurement process for an external funding partner, the University has signed a Letter of Intent with Southbase for the initial concept design of the new accommodation required for 2021, as they were a part of the abandoned bid team their previous works and available design team are the best option for a timely delivery. A Business Case for this direct negotiation is being written and will be submitted to August Council for approval. The intention is that a Pre-contract Agreement is entered into for a collaborative open book design process with the Southbase-led design team concluding with a Fixed Price Lump Sum offer to build the facility in November 2018. Capital Works is in the process of appointing a Project Manager and Quantity Surveyor to the project.

**Projects in planning this month include:**

- Communication Disorders relocation.
- College of Business and Law growth/accommodation planning.
- Recreation Centre Business Case.
- Learning and Teaching Spaces planning for 2019.
- Kaikoura Field Station Business Case.
- College of Engineering growth including School of Product Design



## 10.2 Appendix 2: Upcoming Events Calendar

August and September 2018 UC Events Plan

Event calendar: [www.canterbury.ac.nz/events](http://www.canterbury.ac.nz/events)

Date	Time	Venue	Event name	Key goal
Friday 3 August	8.45am - 1.30pm	Undercroft & College space	Ekea! Year 12 UC Pathways for Māori	Recruit
Wednesday 8 August	9am - 1pm	TBC	SVA UCan programme for Year 10 students - Part 2 of 4 (Project Day)	Promote
<b>Monday 6 - Friday 10 August</b>	<b>Various times</b>	<b>Undercroft 101</b>	<b>Postgraduate Options Week</b>	<b>Recruit</b>
Wednesday 8 August	5.30 - 7pm	CECC, Kilmore Street	Postgraduate Info Evening	Recruit
Monday 13 August	6 - 7pm	Undercroft 101	Community Meeting	Promote
Wednesday 15 August	9am - 1pm	TBC	SVA UCan programme for Year 10 students - Part 3 of 4 (Project Day)	Promote
Thursday 16 August	7 - 8.30pm	Teece Museum	UC Connect - Ancient afterlife after dark: Classics talk and Teece Museum tour. Dr Patrick O'Sullivan and Terri Elder	Promote
Saturday 18 August	TBC	Engineering Core	Chc Engineering Expo	Promote
Tuesday 21 August	9am - 1pm	Undercroft 101	SVA UCan programme for Year 10 students - Part 4 of 4 (Reflections)	Promote
Wednesday 29 August	7.30 - 10am	Engineering Core	Women in Leadership Breakfast Christchurch	Recruit
Wednesday 12 September	7 - 8pm	C-Block	UC Connect - TBC	Promote
Wednesday 20 September	7 - 8pm	C-Block	UC Connect - New Zealand's Place in a Changing World	Promote

### 10.3 Appendix 3: VC Activities

<b>Past</b>	
2 July 2018	<ul style="list-style-type: none"> <li>• Attended Teaching Week Opening and Teaching Awards</li> </ul>
3 July 2018	<ul style="list-style-type: none"> <li>• Attended AECOM's 2018 Infrastructure and Construction Sentiment Survey as part of panel</li> <li>• Met with Minister Damien O'Connor</li> </ul>
11 July	<ul style="list-style-type: none"> <li>• Met with Paula Bennett and Nicky Wagner</li> </ul>
12 July 2018	<ul style="list-style-type: none"> <li>• Attended UC Open Day Parent and Whānau Sessions</li> </ul>
19 July 2018	<ul style="list-style-type: none"> <li>• Attended and spoke at ANZ Directors and CEO Breakfast Forum</li> </ul>
<b>Future</b>	
26 July 2018	<ul style="list-style-type: none"> <li>• Speaking at Christchurch and Parkland Youth Leadership Summit</li> </ul>
27 July 2018	<ul style="list-style-type: none"> <li>• Meeting with Joanna Norris, CE of Christchurch NZ</li> <li>• Meeting with Leeann Watson, CE of CECC</li> </ul>
8 August 2018	<ul style="list-style-type: none"> <li>• Speaking at UCSA Forum with Vice-Chancellor</li> <li>• Attending Symposium Sponsor Meeting</li> </ul>
9 August 2018	<ul style="list-style-type: none"> <li>• Attending Universities NZ Vice-Chancellor's meeting</li> <li>• Attending finalist awards for Champion Canterbury</li> </ul>
15 August 2018	<ul style="list-style-type: none"> <li>• Hosting Sir John Hood on campus</li> </ul>

#### 10.4 Appendix 4: Enrolment Table

	Headcount						EFTS	
	Applications to Enrol						Actual Enrolment	
	ATE Enrolment Week: 41 (7/07/2018)						Enrolments (7/07/2018)	
	2013	2014	2015	2016	2017	2018	2017	2018
<b>Domestic 1st Year</b>	3,922	4,192	4,286	4,923	5,303	5,432	3,145	3,521
<b>Returning</b>	9,636	9,361	9,172	9,290	9,560	9,919	8,175	8,421
<b>Total</b>	<u>13,558</u>	<u>13,553</u>	<u>13,458</u>	<u>14,213</u>	<u>14,863</u>	<u>15,351</u>	<u>11,320</u>	<u>11,942</u>
<b>International 1st Year</b>	1,464	2,028	2,429	3,331	3,428	3,966	576	734
<b>Returning</b>	528	510	497	625	808	943	631	733
<b>Total</b>	<u>1,992</u>	<u>2,538</u>	<u>2,926</u>	<u>3,956</u>	<u>4,236</u>	<u>4,909</u>	<u>1,207</u>	<u>1,468</u>
<b>Total</b>	<b>15,550</b>	<b>16,091</b>	<b>16,384</b>	<b>18,169</b>	<b>19,099</b>	<b>20,260</b>	<b>12,527</b>	<b>13,410</b>

EFTS						
Full Year Enrolled						
Actual	Actual	Actual	Actual	Actual	Forecast (as at June)	Budget
2013	2014	2015	2016	2017	2018	2018
2,886	2,922	2,974	3,254	3,262		
8,495	8,245	8,079	8,104	8,409		
<u>11,381</u>	<u>11,167</u>	<u>11,053</u>	<u>11,358</u>	<u>11,671</u>	<u>12,292</u>	<u>12,277</u>
304	336	445	607	744		
495	439	434	527	674		
<u>799</u>	<u>775</u>	<u>878</u>	<u>1,134</u>	<u>1,418</u>	<u>1,708</u>	<u>1,529</u>
-	-	-	-	-	-	
<b>12,180</b>	<b>11,943</b>	<b>11,931</b>	<b>12,492</b>	<b>13,089</b>	<b>14,000</b>	<b>13,805</b>