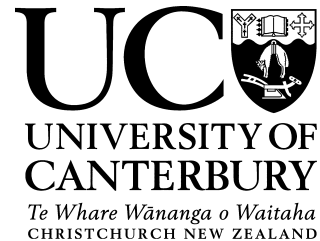


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**VICE-CHANCELLOR'S REPORT TO  
UNIVERSITY OF CANTERBURY COUNCIL MAY 2018**

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## **1. INTRODUCTION**

The 2018 Budget held something of a surprise for the tertiary sector – no increase in SAC funding rates for 2019 or 2020, a period when CPI inflation is forecast to add 3.5 to 4% to economy wide costs and, if history continues, given the particular mix of University costs, a 4 to 5% increase in UC costs. With one third of our income effectively frozen and inflation pushing costs up by \$20m to \$25m over the next two years, it is unrealistic to assume that increases in domestic student numbers, increases in international student tuition revenue and the margin on additional research income will fill the gap. Yet again we will need to set priorities, focus our efforts on those things that generate revenue and reduce costs.

Bad news earlier in the month was the notification that Orange H. (Formerly Hawkins), our long-time construction contractor for earthquake repairs and the CETF (Engineering) works, had gone into receivership. This complicates the settlement of final accounts and the close-out of a small amount of unfinished works and defect correction and places some warranties in jeopardy.

Final accounts and close-out of the Fletcher's contract for the Ernest Rutherford building is progressing in line with the contract and finally some of the scaffolding is coming down from Rehua. The delays in completing the Rehua project and decommissioning of the Dovedale and Kirkwood villages are putting significant pressure on staff and students, especially students based at the Dovedale campus.

On a more positive note, the premises we have leased in the new Health Research Education Facility (HREF) to support health sciences are due for completion in August. The old Von Haast building is finally down. Work on the UCSA building is progressing but a little behind schedule and the UCSA fundraising campaign has passed the halfway mark with over \$2.5m given or pledged so far. The tender for the upgrade and reconfiguration of the Locke and Logie buildings is almost ready to go to market and the work to enable the relocation of Communications Disorders to the Psychology building is progressing well.

A 66% increase in prospective students from Auckland interested in coming to UC in 2019 was well received by the Auckland liaison team – over 250 turned out compared to 150 last year.

## **2. STRATEGIC MATTERS**

### **2.1 UC Futures**

The number and nature of students studying at New Zealand universities varies from year-to-year, with differences in both the number of people in the population of each age group, and the number of available jobs. Prior to the earthquakes, UC recruited about 12% of the new school leavers from across New Zealand. After the earthquakes, UC's share of this group fell to below 10%. This year, UC has regained its natural share of this market, with about 12% recruited again. This marks another milestone in the University's move from earthquake recovery to being a thriving centre of learning.

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

The Ernest Rutherford Building is now fully used for teaching and the new café on the ground floor is fully operational, bringing a taste of Asia to the campus. The building is designed to be a regional centre for science teaching and research with formal and informal spaces for citizen scientists, professional scientists and students to meet and talk science.

From the time this building has opened it has been used to continue with the College of Science's work in the community. Events hosted in, or with tours to, the building have included the Canterbury Geography Teachers' Association, the International Young Physicists Tournament, the Pop Up Christchurch Climate Exchange, Discovery Day, the Science and Engineering Partnership Industry event, and the building's Open Day on 10 April. The very active use of the building from its completion is indicative of the University's work to grow the 'town and gown' relationship and to make science accessible to all in the region who are interested. The College commissioned a video walk-through of the building as part of promoting the College, the University and the disciplines housed in the building. The video, hosted by doctoral student Stephanie Galla is available online at: <https://youtu.be/V5idYo4qjZ8>

With the completion of the demolition of the old Von Haast building, the Rutherford Regional Science and Innovation Centre Stage Two, the construction of the new Beatrice Tinsley building can now start.

During the demolition of the Von Haast building, environmental impact was measured through a range of tests. Testing of water in the nearby Okeover Stream showed no contamination, random testing of waste loads showed no issues, and background testing of air monitoring for dust and asbestos did not flag any concerns. The environmental monitoring of noise and vibration has shown measurable environmental impacts and there were a small number of complaints. As a result Dominion Constructors, the contractor, staggered the use of machinery to break concrete, including reducing the noise in the middle of the day. Overall the demolition has been completed with minimal immediate environmental impact.

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

This development is now in its defects and construction warranty period. The Engineering Precinct is almost all in full use, but there are a small number of significant items which are yet to be completed. The recent announcement that the construction firm finishing the building was going into receivership has added complexity to the finalisation of the final accounts and the completion of outstanding work. UC will update its communities when it has identified the best way to approach this, while also getting the outstanding work done.

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

Completed rooms in the rebuilt Rehua building have begun to be closed off as internal work nears completion in many areas. However, some concerns about the quality of façade work and the painting of steel members in the building are likely to continue to slow progress. The contractor is actively addressing the façade issues by removing faulty work and reapplying the façade to the building. The contractors have started commissioning the building's services and this is going well.

Once open the building will have available teaching rooms which are designed to 'simulcast' lectures and seminars to other campuses and to distance learners, allowing them to fully participate in the class, asking and answering questions from remote locations as well as in the classroom. This advance will significantly improve the learning experience for distance learners engaged in these classes.

## 2.5 Graduate Attributes

### 2.5.1 Graduate Profile Highlights

UC continues to embed additional curriculum content for undergraduate students to support UC's additional four graduate attributes. Undergraduate degrees already have curriculum content which supports the fifth and most important attribute – competence in the core discipline. The concept that all UC graduates from bachelor's degrees will have these five attributes when they graduate is well accepted at UC, having been explored in 2012 and approved for use by the UC Council in January 2015. Each course in the UC Course Information System (which provides online course information) can now show which of the attributes the course contributes to. International Marketing (MKTG309) is a course which contributes to all of the UC attributes and can be used to show the way this information is imparted to students considering enrolment. This information is displayed in the following way online:

#### **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.*

A range of programme reviews are scheduled for the middle to last quarter of 2018 in order to review the core disciplines of the programme as well as how the qualification and the disciplines within the qualification relate to the Graduate Profile. The undergraduate reviews for 2018 represent the final round of reviews that commenced in 2013 as part of the UC Futures project.

#### **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.*

All UC students are invited to hone their entrepreneurial skills through the University Centre for Entrepreneurship with the UCE Deloitte Business Competition. In 90 minutes, students can take part in a supported competition that teaches them key skills like communication, team work, as well as business skills like financial analysis. The competition also gives students insights into 'real-world' problems faced by businesses and give them an opportunity to apply their skills and discipline to finding a solution.

#### **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.*

Kaiārahi are meeting with Course Coordinators and Programme Coordinators supporting the development of embedding the BiCC attributes into new courses and programmes. As Colleges prepare for new courses and programmes for CUAP Round Two, proposers are encouraged to engage early with Kaiārahi to maximise the BiCC learnings for students.

Office of AVC Māori recently hosted Sheelagh Matear, Academic Quality Agency and Fiona Johnson-Bell, Portfolio Manager – Education System and Māori, Te Kāhui Amokura. Fiona and Sheelagh were at UC to present to staff on the enhancement theme topic for Cycle 6 of Access, outcomes and opportunity for Māori students and for Pasifika students.

### **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.*

Volunteer opportunities are an excellent way for students to engage with the community. There is with the SVA and the Office of the AVC Māori to establish ways of providing opportunities for students to increase their Bicultural Competence and Confidence while participating in SVA events.

The CEISMIC activity which is aligned with the College of Arts has grown considerably to include 16 projects that volunteers can contribute to while recording their activity on their Co-curricular Record. The activity name has been changed to Arts Digital Project Volunteer to reflect this growth. Staff have also been contributing to community engagement in a broader sense with research and publications in the area. Lewis, T., Fickel, L. H., Mackey, G. & Breeze, D. (2018). Informing Teaching Through Community Engagement: A New Zealand Approach. In Meidl, T. D. & Dowell, M. S. (Eds), Handbook of Research on Service-Learning Initiatives in Teacher Education Programs (pp. 278-298) Hersey PA: IGI Global is a recent example of the work by our own staff in the College of Education, Health and Human Development.

### **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.*

Global China Connection is a student-led club that aims to inspire students to pursue China-related opportunities and to help them succeed in a world increasingly connected to China. Students took part in a bootcamp to pitch ideas to businesses that bring together aspects of Chinese and New Zealand experiences. Finalists will present an online promotional marketing campaign for their businesses to a live Chinese audience.

## **2.6 International growth strategy**

Two strands of the UC Futures programme are coming together to support a better student experience at UC and better learning outcomes for both international and domestic students. UC is currently increasing our international student recruitment and also increasing global content in courses. These two things, together with ensuring that international students arriving here receive appropriate positive learning support, UC is increasing the internationalisation of the University and its campus as well as helping ensure all graduates are globally aware (one of UC's five universal graduate attributes). We are also increasing the number and quality of offshore experiences for students enrolled at UC through specific courses which include educational trips, and through an increase in international student exchanges.

## **2.7 International**

The highlight this month was UC signing an agreement in Science with Yantai University in China which promises to benefit both universities. The International Partnerships Coordinator will visit Yantai in May to begin promoting this programme to prospective students. A Memorandum of Understanding has been signed with Harbin Institute Technology (HIT) which was followed by a successful visit from HIT to UC. HIT visited three colleges – Engineering, Science and Business and Law, but collaboration could be achieved across the whole university by identifying articulation programmes. Additionally, there is an excellent opportunity for 3-5 UC students to participate in a week-long study tour at HIT 13-20 July which will be funded predominantly by HIT.

MARA has confirmed that up to 26 MARA sponsored students will come to UC in July to study Commerce through a pathway with KPM in Malaysia.

The Study Abroad team hosted group site visits from key US Study Abroad provider partners, including International Studies Abroad (ISA) and Institute for Study Abroad (IFSA). These visits included groups of Study Abroad advisors from US institutions, with a strategic recruitment objective of showcasing UC's campus and academic and experiential opportunities to the US-based Study Abroad staff who will influence programme approval and prospective student study choices.

The Associate Director International and the International Recruitment Officer, China, attended the JLL Office opening in Auckland – a highly valued China agent previously only based in China. UC and JLL have maintained and further developed this relationship over the last few years as we continue to receive significant international student numbers via JLL. Team China and the Associate Director worked with Liaison in Auckland hosting 14 agents at the UC office, enhancing the relationships between IRO, agents and their students, and the Liaison team.

The output of International student profiles has been increasing, with 55 of 204 profiles now complete. Having international student profiles available to incoming students is a great way to showcase what life is like at UC for an international student.

The 'University of Canterbury India' page has been converted into the 'University of Canterbury International' page as a whole. This has enabled IRO to target specific markets more easily by curating daily region specific posts, including highlights of life at UC and academic success.

Comparing week 1 May 2017 to 29 April 2018, UC's international conditional offers for the remainder of 2018 are up by 57%, full offers of place are up by 41%, and offers of place accepted are up by 26%.

### **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 take over activity on Instagram has been strong including a GO Canterbury takeover, club profiles and career expo profiling. 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 have video views and response to banner advertising.

The major UCME brand campaign is now in market and will run until September. 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).

A series of UCME student profile videos has been developed and now sits on the UCME web pages. These videos are also being featured on social media and other online platforms. A Semester Two campaign has been launched and will run May-July. This is an initiative in the local Canterbury market which utilises newspaper, online and radio channels.

A new staff profile platform has been launched which will provide enhanced visibility and usability for staff. The website platform Terminal 4 is being upgraded to a new version which will be

implemented over the next few months. A new search provider has been selected and this will be tested and implemented over the next few months.

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. The annual Christchurch Expo has been completed with significant foot traffic and interaction.

The Introduction to Disciplines suite and the Undergraduate Prospectus have been printed. Work is under way on the International Prospectus and Travel Abroad guide. Overall UC is well prepared for recruitment campaigns for 2019.

### 3.2 Liaison

First round visits continued throughout the country, with further secondary schools being visited in Canterbury, Otago, the West Coast, Wellington, Taranaki and Auckland.

<b>First Round Visits (as at 08/05/2018)</b>		
<b>Region</b>	<b>Number of Schools visited</b>	<b>Number of interested students interacted with through First Round Visits</b>
Southland	7	151
Dunedin	2	36
South & North Otago	10	346
West Coast	4	51
Canterbury	26	1712
Nelson & Marlborough	7	161
Wellington	34	TBC
Manawatu	17	TBC
Taranaki	8	121
Eastern Bay of Plenty	7	168
Bay of Plenty	6	80
Hawkes Bay	11	197
Waikato	13	177
Auckland	26	251

The team also engaged with other influencers including Careers Advisors and independent career consultants, industry employment contacts and international recruitment agents.

Student appointments continued (36 for April) as did phone call and email enquiries, the majority of which were for 20+ students. The month of May sees a large number of regional Information Evenings and school visits occur.

The Liaison team hosted a briefing with all academics involved in regional Information Evenings to let them know about the recruitment journey to date and to set the scene for activities in May.

### 3.3 Admissions

The team has issued conditional offers for the new batch of 68 UCIC students who will join UC in the July intake. Applications for the Executive Development Programme have been coming in for the October intake, with the team working steadily on these, and 2019 and 2020 applications for the wider University.



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

April has been a quieter month in the Contact Centre with the team taking the opportunity to engage in professional development.

The Contact Expert system went down for a period of time on 20 April. IT transferred the landline and 0800 number to Skype for Business, however prior to IT being able to transfer to Skype a number of calls went unanswered. The issue occurred following a database server reboot after a Microsoft Windows update had been installed. The issue and the cause of it have since been resolved.

### **3.5 Enrolment**

The Enrolments team has seen a reduction in foot traffic, with the team using the time to plan and prepare for mid-year enrolment. Working with the Student First Team and across UC, a different enrolment process is being trialled, with a vision to build on that for International Enrolment in Person 2019. The Student First Team has checked the numbers, and estimate that we could be looking at an enrolment of up to 520 students so mid-year enrolment is a timely opportunity for this trial.

A booking system is now being advertised on our website inviting students to pick a time and day for enrolment that suits them. This should provide students with more flexibility when planning their schedules, and will help us best organise staffing and resources. Rather than students having to wait for long periods of time to be seen, we envision meeting and greeting about 20 students per hour, taking the required documents and processing them in the back office, and producing their formal enrolment offer within one hour. Instead of waiting we would like to offer information seminars or fun/social activities for them to take part in while processing is completed. This is a work in progress and we are excited to be working together with various teams across UC to make it happen.

### **3.6 Scholarships**

The Undergraduate Scholarships round closed on 31 March with 586 applications across 55 scholarships and funds. These scholarships are being administered outside the scholarships software system which is in the process of being tested and reinstated after a period of maintenance.

The Student First Project Scholarships team has identified ten process-related areas for improvement and work has begun to identify feasible solutions. Scoping and planning will continue throughout May. The programme has also provided valuable assistance in assessing and reinstating the scholarships software system, Community Force, which will be operational for the next round of scholarships opening in mid-June.

The Scholarships Office participated in an internal Privacy Workshop outlining requirements for keeping student data safe, which also provided an opportunity to discuss team-specific requirements.

### **3.7 Accommodation**

April has seen the start of the campus and hall tour season with most Mondays and Fridays from now on booked with tours of the campus and halls of residence. Sonoda will be offered as a fully-catered first-year option for 2019, and the accommodation guide and website are being updated to reflect this. Team interactions with students are up 25% compared with last April.

The team has received 194 applications for Semester Two accommodation. Applications closed on 1 May.

The Kiwi Host students who are helping to host international students in halls accommodation will be able to claim Co-Curricular credits towards their transcripts. The recruitment for the hosts is currently under way.

### **3.8 Careers, Internship & Employment**

Recent feedback from Employers interviewing final year students for graduate roles has again highlighted the value placed on applicants being able to provide evidence, not only of academic ability, but also work-readiness skills. These skills include communication, teamwork, flexibility and leadership. Mention has also been made of the importance of applicants being able to demonstrate a level of time commitment to an extra-curricular activity or activities. The UC Co-Curricular Record (CCR) provides a good framework for this.

The Volunteer Expo attracted 31 exhibiting organisations seeking student volunteers to assist them in various roles, campaigns and activities. Over 400 students attended, with many signing up to be volunteers with organisations of interest. Exhibitors were very pleased with the level of student interest and engagement.

The annual UC Engineering and Science Careers Fair saw in excess of 800 attending, with 61 exhibiting employers very impressed with the event and with student engagement.

Closing dates for graduate roles in the engineering sector appear to be moving to earlier in the year, which may impact on future dates for the Engineering and Science Careers Fair.

### **3.9 Disability Resource Services**

Currently 441 students have registered with DRS, compared to 423 students at the same time last year. This represents a growth of 4.3% YTD of students accessing the service. These 441 students are engaged with their advisors and staff from the Alternative Format Centre to access supports to assist them with their studies. Many students also seek input from staff with academic supports for departmental tests and exams throughout the year.

Currently 252 students have requested notes in 256 different courses. DRS has experienced an increase in demand of 25% from students using the peer note taker service, and an overall increase of 34.8% of students accessing note taker support from both casual and peer note takers compared to the same time last year.

DRS continues to offer its very popular short courses in New Zealand Sign Language (NZSL) held in terms two, three and four. This is a short course designed for students and staff to learn basic phrases in NZSL, the finger-spelling alphabet, some university specific vocabulary, basic grammar and about Deaf culture generally.

Alternative Format Centre (AFC) staff are supporting 19 students who have received practical demonstrations of assistive technology. About 10 videos have been subtitled for students and 12 department tests have recently been formatted, with 24 electronic textbooks being sourced from publishers.

Reregistering with DRS will ensure that students receive the appropriate learning accommodations and support they need. The number of registered students will continue to increase as the Semester continues.

### **3.10 Student Care**

The Student Care Team recorded a total of 212 student engagements during April, with a unique student headcount of 121.

In response to international student feedback and needs, the Student Care Team has established a Senior International Support Advisor role to oversee the provision of high quality case management and support for international students, as well as providing leadership, coordination, and support to the wider UC community on international student transition, wellbeing and retention-related issues.

The Student Care Team continued throughout April to support international students and collaborate with SSAC departments, Colleges, and the UCSA. Key staff members from the Student Care Team and International Relations Office (IRO) attended the MFAT Scholarship workshop in Wellington for the latest updates.

The Student Care Team initiated and coordinated a SERP meeting attended by 14 staff representing seven different services within the University, as well as an accommodation provider. Taking a proactive approach meant that information was shared, roles were clarified, key tasks identified and a robust plan was developed. The process was documented and sent to appropriate staff. This incident was well managed and provides a model for future incidents.

The recently developed Supporting Students in Distress Guide was presented to two colleges, UCIC and the combined Halls of Residence monthly meeting. Further presentations are planned next month, and positive feedback on it has already been received.

A range of proactive work is ongoing around the prevention of sexual violence and sexual harassment. Campaign posters have been distributed, and meetings with key stakeholders, including START (Tīmataia te mahu-oranga – start healing and stop abuse) and Thursdays in Black. Planning for bystander effect training and managing responses to disclosures is under way.

In addition during April the team managed:

- Staff enquiries about specific guidance for particular students.
- Student critical situations including mental health, self-harm, suicidal thoughts, behavioural concerns (alcohol related), sexual harassment, car accidents, navigating the court system, financial hardship, accommodation issues and assisting students following a house fire. The Student Care Team supported the students involved and liaised with services on campus and in the community to manage these situations.

The Student Care Team continues to focus on supporting students in a range of areas that impact on their ability to succeed academically. Focus on student retention remains a high priority as the team receives positive feedback regarding rapid response and effective short-term interventions.

### **3.11 Student Experience**

#### **3.11.1 Emerging Leader Development Programme (ELDP)**

The ELDP Executive organised the first workshop of the year and invited the marketing manager of Kilmarnock Enterprises to talk to the ELDP cohort about social enterprises in general and Kilmarnock in particular. Eighty-four students (73%) attended the talk, which was followed by a Q&A and small group discussions led by the ELDP Executive. Twenty-five students (30%) filled in the online survey afterwards which showed students enjoyed the workshop and found the speaker engaging. Most of the respondents felt prompted to think about their own engagement with society.

### **3.11.2 Go Canterbury**

Go Canterbury students attended two events in April: a Welcome Back Breakfast on the second day of term, and a day trip to Tekapo. The Welcome Back Breakfast was a chance for Go Canterbury students and student leaders to reconnect and catch up over a healthy breakfast in a relaxing atmosphere. This was an informal event with no formal evaluation conducted.

In Tekapo, the students enjoyed a programme that included visiting the Church of the Good Shepherd, a lakefront walk, ice skating, the hot pools, and dinner at a local restaurant. Unfortunately, the Mt. John Observatory tour was cancelled due to snow. Despite the disappointment of not star-gazing, the Tekapo trip was rated the most popular Go Canterbury trip so far, with 98% saying the event was enjoyable and 86% stating that they got to know Canterbury better – the main objectives of the trip. Also positive is that 86% felt more connected to their fellow students because of the trip and felt well-supported by their student leaders and UC staff. A second Tekapo trip is planned for May.

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

The third session of the MME PhD Academic Writing series, an inter-unit pilot collaboration of the Academic Skills Centre, the Student Experience Team, and the Department of Management, Marketing and Entrepreneurship in the College of Business and Law, took place in April. Each monthly workshop is designed to enhance students' skillset by engaging with academic content relevant to their current writing priorities and then applying the learning to their own texts and reading while simultaneously developing peer support capability. Seven of the nine April session attendees were international PhD students.

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

Attendees at the April PhD and Masters by Research Student Orientation comprised a higher than usual number of masters students – five out of the 11 attendees. Six of the 11 were New Zealanders. All attendees rated the experience favourably, particularly regarding gaining information about services and support offered at UC. Foreign countries represented at this Orientation seminar included India, Pakistan, the Peoples' Republic of China, and the USA.

### **3.11.5 UniLife**

Analysis of the Student Experience Team's wellbeing education pilot programme for first-year students (UniLife) shows 88.5% of students enrolled into the programme in 2017 have been retained into their second year of study, a 6.5% increase on the overall UC retention rate of 82% for 2017. When broken down further, of the students who fully engaged in the programme, 92.2% were retained into their second year of study. The programme therefore exceeded its retention goal of 1-2% increase in the retention rate of first-year students. The UniLife programme has a smaller cohort of 81 students in 2018, but a much higher engagement rate (of 40-50% attendance at events versus 15-25% in 2017). This result is attributed to a smaller mentor/student ratio combined with more attractive events and activities such as quiz nights and dining out (as opposed to seminars and staff cooking a meal onsite).

## **3.12 Pacific Development**

The April graduation ceremonies saw 16 Pasifika students graduate, with a number of these attending the Pasifika Graduation celebration on 18 April, which was also a chance for the wider Pasifika community in Christchurch to celebrate success achieved at UC.

The Pacific Development Team played a part in the year 12 Discovery day led by the Events and Partnerships Team, with around 10 – 15 Pasifika students attending.

Collaboration with the Colleges has been steady throughout April with a number of lecturers engaging with the Pacific Development Team to engage students who have begun to disengage from their studies. Pacific Advisors have assisted by addressing a number of issues that were present, with 185 engagements with 81 unique individuals recorded into Careers Hub for April.

### 3.13 UC RecCentre

UC RecCentre Membership as at 30 April 2018

Membership Type	Headcount		Net change (increase)	% Change
	As at 31 March	As at 30 April		
Affiliate	8	8		-
Alumni	110	131	21	↑19.1
Community	80	91	11	↑13.75
Non-UC Students	126	150	24	↑19.04
UC Staff	172	185	13	↑7.56
UC Postgrads	760	877	117	↑15.39
UC Undergrads	4194	4700	506	↑12.06
Total Other	496	565	69	↑13.91
Total UC Students	4954	5577	623	↑12.57
Total Membership	5450	6142	692	↑12.69

This is an increase in overall membership of ~12%, during the month of April. The Rec Centre recorded 3,295 visits from postgrads, and 14,302 visits from undergrads, totalling 17,597 visits during April. Bearing in mind that April contained three full weeks of holidays, those numbers are very encouraging, and do not take into account an estimated additional 6000 visits based on turnstile entry and casual visitor income.

Group Fitness has been strong this year, with YTD attendance recorded as 18,828 participants across all Group Fitness classes. The Group Fitness Challenge has picked up some more starters, with 128 now vying for the \$1000 of sponsored travel. Term Two Small Group Training has kicked off, with 112 enrolments, a slight decrease from Term One but with fewer courses on offer and smaller class sizes due to lack of space and feedback from participants and instructors.

### 3.14 UC Sport

The UC Men's Futsal team got third in the recent UTSNZ tournament held in Christchurch. UC's badminton team will compete in the next tournament, to be held in Wellington over Queen's Birthday weekend.

## **4. CONCENTRATE**

*Enhance research and creative work in chosen areas of endeavor; increasing efficiency, especially in the use of time in teaching and related activities per EFT; raising quality in teaching effectiveness and research outputs; and increasing focus and concentration of effort.*

### **4.1 Deputy Vice-Chancellor**

#### **4.1.1 Academic Services**

The Academic Service Group (ASG) is currently supporting the intensive peer review process of Round One CUAP proposals, not only its own applications but also its responses to applications from all the other universities. This year sees a change in the CUAP process with an aim to fast-track and immediately approve applications once endorsement by all universities is received. The group is also supporting development of Round Two applications, which need to be through the August Academic Board, and supporting new initiatives already being considered for Round One next year.

July, also sees teaching month at Canterbury. The group is supporting an exciting set of offerings, with a new initiative aimed for more engagement and accessibility around academic development opportunities.

In the policy and regulations area, initial work is progressing with regard to assessment policy, academic appeals policy, and key dates. A review of the Special Consideration process is currently under way, chaired by Professor Janet Carter. Consultation on these topics will occur in the usual manner, through the Academic Registrar.

Surveying of the student body is also a major commitment at this time. As the end of the semester nears, the Student Evaluation of Teaching (SET) ramps up significantly with course and teaching surveys. Teaching Staff will also be requesting teaching surveys in time for the end of semester. Initial results for the first major population survey for the year, the Early Experience Survey of new undergraduate students includes commentary on communication channels with students, an impression on free-fees, and access or knowledge of support services. In the near future, the UCount population survey of continuing undergraduate students will provide insights into their perspectives of the Student Experience.

Finally, as the end of the semester looms, the ASG will support Records, Examinations and Graduation unit in terms of examinations and special considerations.

#### **4.1.2 Research Funding**

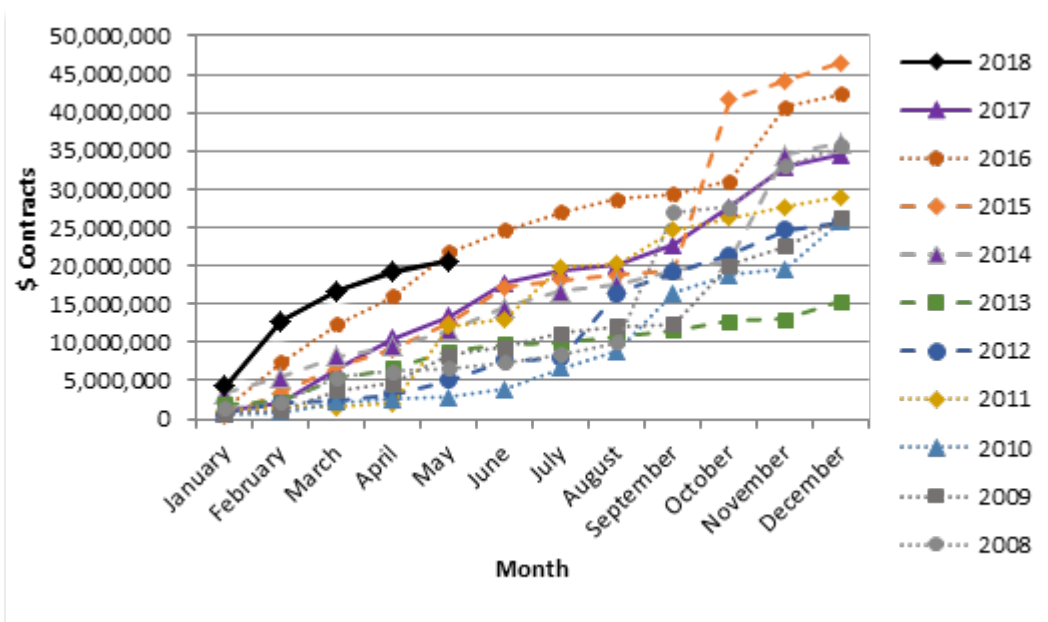
Henrietta Latimer has joined Research and I as Kaiārahi Māori Research. Henrietta is of Ngāi Tahu (Wairewa) and Ngāti Kahungunu (Wairoa) descent. Henrietta has had a range of professional roles, including Manager at Rehua Marae, Office Manager at He Waka Tapu (a Māori health NGO), Community Development Advisor at the Waimakariri District Council, and various roles at Te Rūnanga o Ngāi Tahu. Henrietta is on the Executive of Wairewa Rūnanga Incorporated Society and is the Wairewa Rūnanga Representative to Te Rūnanga o Ngāi Tahu.

The MBIE Smart Ideas Concept results have been released. UC have been invited to submit four proposals to the full application stage, a progression rate of 33%. Eighty-three concepts sector-wide are progressing to the full application stage, a progression rate of 32%. Full proposals are due by 28 May. The standard of applications is increasing, as evidenced by the distribution of scores in 2018 compared to 2017.

The PBRF project is in its final stages, with the deadline for staffing data and portfolios to be submitted to the TEC by 6 July. The number of staff submitting portfolios has risen to 601, with additional new staff to be included as they join UC between now and the eligibility/census date (14 June 2018). Of these participating staff, 97% have submitted a draft portfolio for review and 96% have had their portfolio reviewed at least once. The priority activities in May are reviewing any extraordinary circumstances included in draft portfolios, sourcing NROs, uploading portfolios to the TEC system and continuing to support new staff entering the PBRF process.

First-stage Marsden results are now available, with 22 of 80 initial expressions of interest being invited to submit a full proposal – a success rate of 27%. Lead Principal Investigator’s now writing the full proposals are being supported in various ways by Colleges and the R&I Office to submit competitive full proposals.

R&I is managing 390 research contracts worth a total value of \$147.9m. In 2018 year to date, 93 contracts worth a total value of \$20.3m have been executed, and 31 contracts worth at least \$12.4m are pending (i.e., in the process of being executed). UC holds 70 National Science Challenges contracts worth \$23.2m and 57 CoRE contracts worth \$31.7m (with five NSC/CoRE contracts pending, worth \$0.5m).



### 4.1.3 Research Development

Various UC academics and R&I Office staff are actively engaged in swathe of meetings across the 11 National Science Challenges in preparation of research strategies for the second tranche of funding 2019 – 2024. UC is consistently proposing only the most critical research and “best” team should be funded in the second tranche, rather than most “available” team, which has required robust discussions with partners and NSC hosts.

The DVC / R&I Office have launched an internal competitive round of five \$20,000 “pump-primer” grants for staff to support proposal development, proof of concept testing, and initial technique development to support future external proposals for MBIE, Marsden and Health Research Council fund submission.

#### 4.1.4 Research Infrastructure

UC has officially give notice of its intent to withdraw from REANNZ effective from 1 July, – the current cost of which is ~\$670 K per annum. In giving notice, UC has indicated to REANNZ its desire to continue with “Eduroam” and “Tuariki” services, but for the moment REANNZ has declined to “unbundle” these services from national and international internet connectivity, though UC and REANNZ continue to engage on this topic. UC is considering a range of options to retain these services for UC and visiting academics. UC made its decision independently of other REANZ members, some of which UC understands have also withdrawn.

#### 4.1.5 Postgraduate Research

Highlights for the month include:

- 20 new Doctoral students enrolled in April (10 New Zealand citizens or residents). This number of new students in April is in keeping with trends over the last few years (2017 = 18, 2016 = 22). March and April tend to have higher new enrolments.
- In April, 23 Doctoral students submitted and three successfully completed their theses examination, with the remaining pending. A further 25 Master’s thesis students were examined and completed their degree. No students failed.
- It was confirmed that Associate Professor Bronwyn Hayward has accepted the role as Associate Dean of Postgraduate Research and will primarily be responsible for admission applications into the Doctoral programmes.

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

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

The April 2018 Celebration for Māori Graduates and Graduands was held on 19 April 2018. There were 57 students eligible to graduate in April, and the Celebration was again a very positive and enjoyable event, with many whānau members commenting on how much they enjoyed the opportunity to celebrate the achievements of their family members.

### 5. Enrolment statistics at 1 May 2018 are as follows:

EFTS	Domestic												
	APRIL												
	2014	2015	2016	2017	2018	2015	2016	2017	2018	2015	2016	2017	2018
						change on prev year	change on prev year	change on prev year	change on prev year	% change on prev year	% change on prev year	% change on prev year	% change on prev year
Academic College (course based teaching splits)													
College of Arts	178.5	183.3	213.1	237.7	272.2	4.8	29.8	24.6	34.5	2.7%	16.2%	11.6%	14.5%
College of Business and Law	114.9	134.2	156.7	178.6	191.0	19.3	22.5	21.9	12.4	16.8%	16.7%	14.0%	7.0%
College of Education, Health and Human Development less Ed Plus	218.2	224.1	185.9	167.6	200.4	5.9	(38.2)	1.7	12.8	2.7%	(17.0%)	0.9%	6.8%
College of Engineering	116.9	134.1	176.3	194.9	206.7	17.2	42.2	18.6	11.8	14.7%	31.4%	10.5%	6.0%
College of Science	138.5	139.5	147.2	147.0	161.6	1.0	7.7	(0.2)	14.7	0.7%	5.5%	(0.2%)	10.0%
Service Units	9.3	8.6	11.6	15.3	12.5	(0.8)	3.0	3.7	(2.8)	(8.1%)	35.4%	31.7%	(18.1%)
<b>Total</b>	<b>776.4</b>	<b>823.8</b>	<b>890.8</b>	<b>961.1</b>	<b>1,044.4</b>	<b>47.4</b>	<b>67.0</b>	<b>70.3</b>	<b>83.4</b>	<b>6.1%</b>	<b>8.1%</b>	<b>7.9%</b>	<b>8.7%</b>



Head Count	APRIL													
	2014	2015	2016	2017	2018	2015	2016	2017	2018	2015	2016	2017	2018	
						change on prev year	change on prev year	change on prev year	change on prev year	% change on prev year	% change on prev year	% change on prev year	% change on prev year	
Academic College (course based teaching splits)														
College of Arts	340	354	410	457	556	14	56	47	99	4.1%	15.8%	11.5%	21.7%	
College of Business and Law	200	243	284	324	364	43	41	40	40	21.5%	16.9%	14.1%	12.3%	
College of Education, Health and Human Development less Ed Plus	294	301	272	270	285	7	(29)	(2)	15	2.4%	(9.6%)	(0.7%)	5.6%	
College of Engineering	230	254	341	360	377	24	87	19	17	10.4%	34.3%	5.6%	4.7%	
College of Science	279	311	354	361	386	32	43	7	25	11.5%	13.8%	2.0%	6.9%	
Service Units	30	22	40	50	41	(8)	18	10	(9)	(26.7%)	81.8%	25.0%	(18.0%)	
Total	917	961	1,042	1,133	1,217	44	81	91	84	4.8%	8.4%	8.7%	7.4%	

## 6. Māori Research

There are positive items to report in the Māori research space in this period. UC researchers have continued in assuming lead roles in National Science Challenges, particularly Professors Gail Gillon and Angus Macfarlane in *A Better Start – E Tipu e Rea* and Professor Macfarlane and Dr Tyron Love in *Building Better Homes, Towns and Cities*. Garrick Cooper (Aotahi) has been active as Kāhui Rangahau in the Health Challenges. A successful Endeavour Grant led by Dr Rita Dionisio also has Māori researchers leading some important initiatives in Waimakariri and Rotorua.

Māori doctoral scholars and research coordinators have been appointed to this Endeavour project to expand the cultural knowledge bases. A UC Māori doctoral scholar, Melissa Derby, has been awarded a prestigious Freemasons Scholarship. A recent highlight has been the new Child Wellbeing Institute, the launch attracted over 100 researchers and supporters, politicians and commentators, where a strong focus on Māori research was declared to be a key imperative in projects in the months and years ahead. UC Chancellor Dr John Wood officially launched the Institute. Henrietta Latimer, Kaiārahi Māori Research, (Research and Innovation), was welcomed to UC following her recent appointment. Noted academics and Māori leaders (Professor Paul Moon and Dr Moana Jackson) were on campus to present respectively on Māori language and the justice system.

## 7. CONNECT

### Communications and Engagement

<i>Engagement Data</i>	
Intercom	Open rate average 43% (International benchmark = 21.8%)
Insider's Guide (student newsletter)	Open rate average 54.88% (International benchmark = 21.8%)
Twitter	Third for engagement/fan ratio. 6167 followers.
Stakeholder Newsletter	846 recipients Open rate 44.7% (March open rate 41%, List ave: 42.8%) industry average 16.9% Clicks 10.7% (March clicks 8.7%, List ave: 5.7%) industry average 2.2%

## **7.1 Communications**

The 2018 Research Report should be available for distribution shortly. This will be followed by the first edition of *Chronicle* for the year.

A video has been released about the unveiling of Roimata, the sculpture designed by Māori artist Riki Manuel (Ngāti Porou) to commemorate the seventh anniversary of the Canterbury earthquake on 22 February 2011. The sculpture, permanently located at the Clyde Road end of University Drive, tells a story of remembrance.

Work on the 2017 UC Foundation Annual Report continued. The 2017 report includes a number of articles demonstrating how donors have made a difference at UC, donor lists and financial information.

The Student Voice project, which aims to improve communications with current students, is progressing. Student workshops have been completed and two staff workshops to analyse student feedback are scheduled for May.

## **7.2 External Relations**

### **7.2.1 Media**

April media coverage of UC-related topics was again overwhelmingly positive. In April, amid the Easter break and other planned leave, the team handled dozens of media queries on a wide range of topics, including UC teacher training enrolments, Kiwi scientists revolutionising x-ray scanning technology with the MARS Spectral CT, the Science and Engineering Open Day, and the new royal baby and the impact of birth order on family dynamics, among other topics.

Other media coverage of UC-related topics or experts included UC hosting a Women in Finance panel discussion, Associate Professor [Ekant Veer](#) being named as one of this year's [Top 40 Business Professors Under 40](#), thought to be the first in Australasia to be named in the prestigious global list, and the moa ecology paradox: the findings that New Zealand's large moa did not disperse large seeds.

An analysis of coverage produced between 1-30 April 2018 (Broadcast, Internet, Print) found 1,333 items (compared with 573 items in the same period last year). This coverage reached a cumulative audience of 12,656,545 (compared to 9,727,324 in April last year) and had an advertising space rate of \$3,171,057 (compared to \$2,748,211 in April 2017).

### **7.2.2 External Engagement**

There are three UC Connect public lectures scheduled in May, on the topics of river water quality, lessons from the Christchurch earthquakes, and computer science in the school curriculum. Videos of UC Connect public lectures are available to view on the UC Connect YouTube channel.

### **7.2.3 Stakeholder Relations**

UC invited the community and stakeholders to the UCSA Anzac Day service at which both the UCSA President and UC Chancellor spoke. The event was well attended and appears to be attracting a larger crowd each year. A UC Community Meeting was held on 7 May, attended by about 30 people – about the usual number.

### **7.2.4 Canterbury University Press**

Pre-press work continues on books for the 2018 and 2019 lists.

The layout of two major projects was completed: *Bonsai: Best small stories from Aotearoa New Zealand* and *Living Among the Northland Maori Father Garin's Diary 1844-1846*; proofreading is under way.

CUP received advance copies of *Beyond Manapouri: 50 years of environmental politics in New Zealand* and approved shipment. *French Akaroa* is back in stock having been reprinted.

### **7.2.5 Reviews, awards, community engagement**

Richard Bullen, co-author of *New China Eyewitness: Roger Duff, Rewi Alley and the art of museum diplomacy* (2017), spoke to the China Friendship Society. There was an excellent [review](#) of *New China Eyewitness* by Terry Toner on Radio Southland, and an [interview](#) with Richard Bullen about the book on Plains FM. The March issue of the Federated Mountain Clubs bulletin *Backcountry* featured an enthusiastic review of *Place Names of Banks Peninsula and the Port Hills* (2017).

The *School Journal* contacted CUP about publishing an article about the 1918 flu epidemic; it will acknowledge Geoff Rice's books *Black November* and *Black Flu 1918*.

CUP entered six books in the 2018 PANZ Book Design Awards. *New China Eyewitness* has been entered in the Art Association of Australia and New Zealand Prizes <http://aaanz.info/prizes/>

Jeffrey Paparoa-Holman reports that his poetry anthology *Blood Ties* (2017) is being studied by high school students in The Hague.

### **7.2.6 Events and Partnerships**

The Events and Partnerships team has 27 events and activities it is actively working on.

Planning is under way for the Women in Leadership breakfast for central Auckland schools, Eke! Year 12 Pathways for Māori outreach event, the Christchurch Women in Leadership breakfast, the Postgraduate Info Evening, Christchurch Info Evening, Open Day, UC Cup Skills with the Crusaders, ICT Careers Fair and Chancellor's Dinner.

In early May, UC exhibited at the Christchurch Careers Expo where the aim is to present UC as the top choice for school leavers by providing information on course options at UC and in doing so, support local graduate recruitment. Around 5,000 people visited the UC stand.

The Engineering and Careers Fair was also successful, selling out with net sales of \$57,000 received from booth sales. More than 60 employers exhibited and around 800 students attended, slightly under 2017 figures. Feedback from exhibitors and students rates the event as mostly four or five (out of five) as a 'worthwhile exercise' and 'meets expectations'. The team is looking forward to holding this event in the UCSA building, where it will not be limited by venue size, and developing it further.

Three UC Connect lectures were held during May: UC Connect - *To swim or not to swim? That is the question*, by Professor Jenny Webster-Brown of the Waterways Centre for Freshwater Management, *Computer Science in the school curriculum? What's the big idea?!* by Professor Tim Bell, Computer Science and Software Engineering, UC Engineering and *Lessons in Politics from the Christchurch Earthquakes* by Dr Ann Brower, Senior Lecturer in Geography, UC Science.

The secondary schoolboy's rugby competition, the UC Championship, has commenced and the secondary schoolgirls' competition, the UC Cup, commences on 6 June. All players will receive UC-branded sports bags. UC's sponsorship of these competitions will be leveraged with social media videos, photos, player profiles and other channels.

The team is currently supporting academic conferences for the College of Engineering: EASE 2018: Evaluation and Assessment in Software Engineering and the School of Law: Pasifika and Law Culture Conference.

### 7.3 Alumni and UC Foundation

#### 7.3.1 UC Foundation

	<b>Income</b>	<b>Distribution</b>
2018 Target	\$10.5m	\$6.5m
2018 Year to Date	\$1.9m	\$2.2m
Total since 2001	\$77.0m	\$41.5m

	<b>Donors</b>	<b>Gifts</b>
2001 to date	7,618	25,345
2018 Year to Date	221	425

#### 7.3.2 UCFA (US)

A visit to the US with Vice-Chancellor Dr Rod Carr, Alumni Director Jo Dowling and consultant Pat Cassidy during the month did much to advance UC's networks in the US. The Alumni Reception at the Princeton Club had 35 attendees, and a US Trustee and donor Dinner secured a gift of NZD\$350k.

Meetings with the Deans of the Mechanical Engineering and Chemistry departments at Columbia University showed some potential for study abroad opportunities of US students coming to UC for a semester.

#### 7.3.3 UK Trust

Similar to the visit to the US, a visit to the UK by Vice-Chancellor Dr Rod Carr, Alumni Director Jo Dowling and consultant Pat Cassidy was also highly successful. An Alumni lunch with 14 alumni in senior positions in their organisations, included Bloomsbury Press founder and EasyJet CEO, as well as major donors. An alumni reception at New Zealand House attracted 90 guests, with UC alumnus and 15-year MTV Europe CEO Brent Hansen proving to be a popular speaker. Meetings at Oxford and Cambridge University with various colleges included being hosted by the Dean of Christ College at Oxford for an alumni reception and by Downing College at Cambridge. About 55 attendees at these events included students about to visit UC, as well as alumni and Erskine fellows. The UK Trust had its AGM and granted NZD\$5k to the UC Foundation. A lunch with Michael Spiro confirmed the naming of a chemistry lab in recognition of his legacy pledge which he was most pleased to have acknowledged in this way.

#### 7.3.4 UC Foundation

The Annual Appeal by mail is due, with a website due to be live by 1 July. 2018 projects include the UCSA building, the Rose Centre, Pasifika Outreach, Bright Start Scholarships and the Pukemanu Centre for Child Psychology. The review of investment processes is ongoing. It has been confirmed with Sally Page that the staffroom in the Ernest Rutherford building would be named for her family in recognition of her lifetime of generous support and her legacy pledge.

A presentation on the new College stories was delivered to Trustees, Alumni & UC Foundation and Research & Innovation (R&I) staff by the Marketing and Schools Liaison Teams.

Workshops with Colleges on Fundraising Strategy will be held over the next three months. Further consultation with R&I is being undertaken to develop a case for support for an Applied Research Endowment for UC. A target of raising \$25m by 2023 for UC's 150<sup>th</sup> anniversary has been set.

### 7.3.5 Stewardship

The Annual Report, which will celebrate five years of the Annual Fund, is on schedule for June 2018. It will be circulated to all previous donors to the fund that have lapsed in an effort to reengage with them.

### 7.3.6 Alumni

The Mt John Alumni visit was a success with almost 40 attendees, and Crusaders Rugby tickets are selling well for an Alumni event in May. The recent International Graduation event had more attendees than ever before (60) and drinks at Ilam Homestead hosted by the Staff Club were extremely popular.

## 8. ENABLERS

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

### 8.1 Infrastructure

See appendix for review of major building projects.

Outages adversely impacted a number of services in the first half of the month. Root cause analysis involving IBM USA support has begun.

### 8.2 High Country Leases

No further progress to report

## 9. Financial Outcomes: (Management Accounts to 30 April 2018)

<b>April 2018</b>	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	116,484	116,696	(212)	358,865	372,808	13,943
Total Operating Expenditure	116,621	123,670	7,049	366,752	369,722	(2,970)
<b>Net Surplus/(Deficit)</b>	<b>(137)</b>	<b>(6,974)</b>	<b>6,837</b>	<b>(7,887)</b>	<b>3,086</b>	<b>10,973</b>
Net Surplus/(Deficit) as a % of Total Operating Income	-0.1%	(6.%)		(2.2%)	0.8%	
<b>Capital Expenditure</b>	<b>21,530</b>	<b>53,074</b>	<b>31,544</b>	<b>129,576</b>	<b>109,576</b>	<b>20,000</b>
<b>Cash/ Short Term Investments/ Short Term Government Stock</b>	<b>304,992</b>	<b>259,386</b>	<b>45,606</b>	<b>165,286</b>	<b>211,876</b>	<b>46,590</b>
<b>Working Capital</b>	<b>191,896</b>	<b>141,252</b>	<b>50,644</b>	<b>55,730</b>	<b>96,434</b>	<b>40,704</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 unfavourable to budget as at April 2018. This is due mainly to unfavourable variances to budget in sundry income (predominantly income from UCF/ Trusts), Government grants, and domestic tuition fees. This has been partially offset with favourable variances in international tuition fees, research income excluding PBRF, and interest income. Actual Total Operating Expenditure is favourable to budget. This favourable variance relates to total operating expenses, depreciation, and total personnel expenses.

We had been budgeting for an operating **deficit** as at the end of April 2018 of (\$6.974)m, but have returned an operating **deficit** of (\$0.137)m. This is a favourable variance to budget of \$6.837m.

Capital expenditure is \$31.544m below budget. \$9.323m of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year-to-date budget of \$28.444m. The remaining capital spend (excluding UC Futures), against budget, is favourable by \$12.423m.

## **9.1 Cash Flow**

The April 2018 cash position of \$304.992m is higher than budget by \$45.606m due largely to higher than expected balances at 31 December 2017, lower operational spending, 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.

The TEC, which must approve all borrowing under the Education Act 1989, has provided a borrowing consent, of which a key condition is that once UC is required to borrow more than \$65m 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.

## **9.2 Working Capital**

Working capital<sup>1</sup> of \$191.896m at 30 April 2018 is \$50.644m more than budget, mostly due to the higher cash balance explained above and higher other current assets.

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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

## **10. COLLEGE SUMMARIES**

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

Like all Colleges, Arts has been reviewing its 10-year enrolment forecast. We continue to project strong EFTS growth, though not quite back to the record numbers of 2010. This forecast growth is based on a mixture of factors, including recent trends, projected growth from our new degrees (e.g. taught Masters and the proposed Bachelor of Communication), and strong EFTS flow from year-to-year (i.e. a mixture of retention and transfer into Arts degrees or uptake of Arts papers by non-Arts students after year one). This puts us potentially on track to achieve our overall College SSR (student: staff Ratio) target of 23:1 within the next couple of years. This year's forecast suggests we will also hit a significant milestone by returning for the first time to the pre-earthquake proportion of mature students (age 20+) to school leavers of 30% to 70%.

We are now in the final stretch for PBRF submission, with all portfolios due to have been signed off, and R&I working on validating these, final checking, and exceptional circumstances. We are in the process of making a number of new appointments in areas such as Linguistics, Music, Social Work, Japanese, Chinese, and Human Services, some of whom will be counted in this PBRF round.

We have recently refurbished a floor in Fine Arts for the relocation of Music, which will transfer across from the existing Music building in the middle of the year. Practice rooms will remain available in the old building, and the move does not affect the performance wing of the School which remains based at UC Arts Central in the city. Music and Fine Arts have longstanding linkages through the former Faculty of Creative Arts, and this co-location holds significant promise for future collaboration. We are still awaiting news on the decanting timetable for Locke and Logie, so there is no progress on this front. The Global Hub has expanded its physical presence on the ground floor of Karl Popper, with new posters and materials in place, and its website is going live with an open invitation to provide links or other information for it.

A new exhibition, 'Beyond the Grave', has opened in the Teece Museum, with more than 150 visitors on the first weekend. For many more examples of the College's wide range of scholarly and cultural activities please see our regular newsletter, *Arts Update*, available at the following link: <http://www.canterbury.ac.nz/arts/arts-news/archive/arts-update/>.

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

In conjunction with CFA New Zealand and INFINZ (Institute of Finance Professionals New Zealand), the UC Trading Room hosted a symposium, Women in Finance, on 3 May. The purpose of this event was to encourage more women students to pursue a career in the (currently male-dominated) finance sector. The event was well attended with 35 students from Finance and other UC Business School majors engaging with an all-women, expert industry panel comprising Chelsea Leadbetter, Senior Analyst, Equities, Forsyth Barr, Roimata Mitchell, solicitor, Chapman Tripp, Zoe Wallis, Head of Transactions and Payments, Kiwibank, and UC Business School academics Dr Huong Dang and Dr Laura Meriluoto.

Staying with gender equality, Law School students and staff hosted a series of events on campus as part of the School's 'Wahine Week' (14-18 May). The programme included a panel discussion about the gender pay gap and legislative trends in New Zealand, and a 'Lunch for Change' that included presentations from UC Professor Elizabeth McDonald, Dr Clare Healy GP, Diane Haar, Manager West Christchurch Women's Refuge and Jynine Berryman, Kaiwhakahaere of Te Whare Haouora on the subject of domestic and sexual violence. Voluntary gold coin donations from those attending events were collected for Dress for Success Christchurch.

Meanwhile, 30 students from across UC participated in the UC Centre for Entrepreneurship (UCE) Sustainability Challenge during the term break. Over two days, students developed concepts for ventures that could meaningfully reduce New Zealand's environmental impact. Ideas ranged from informative apps to nudge consumer behaviour, to water quality monitoring and grey-water recycling systems. First place was awarded to Team Miromiro for their venture 'A-wearBag', which upcycles textile waste into reusable postage packaging that can be sold to online retailers and postal companies. UCE also hosted the Minister for Youth, Peeni Henare, on 5 May. The Ministry for Youth Development is sponsoring several UCE activities and this informal visit provided an opportunity for the Minister to see the Centre in action and to engage with UCE students taking part in a creativity and innovation workshop.

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

A UC Women in Engineering and Technology evening was held on 15 May, with more than 100 attending. The evening targets girls in Years 11-13 and their parents, enabling them to find out more about Engineering, Product Design, Computer Science and Maths. The College will also hold its first Women in Engineering Residential Programme (WiECan), a camp for year 12 girls, on 21-24 January 2019. The event will be marketed via information to schools and during Events in the coming months and planning is well under way.

Continuing our new programme of engaging much more with our Intermediate students, the first of the two Term Two evening events for Intermediate students was held on 3 May in the Engineering Core. Entitled **Trees to Stee**, it was a series of TEDx style overviews on five of our Engineering degree programmes. 250 students attended this event and feedback was very positive. The second event, **Machines to Byte** is was held on 17 May and included TEDx style presentations on the remaining engineering degree programmes. These two events provide our Intermediate students, now they are here at UC, with further information on each of the engineering degree programmes before they finalise their second semester courses.

The College recently announced the reinstatement of the Publication Scholarships it ran a few years ago, whereby it paid PhD students who have submitted their thesis a nominal amount to stay at UC a bit longer and write up paper(s) with their supervisors. Interest has been high with applications containing high quality abstracts and intentions to publish in high impact journals. This should help our PBRF and QS ratings, and we will monitor the scheme carefully over the next few months.

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

Professors Gail Gillon and Letitia Fickel were invited as UC representatives to attend the Education Summit-Kōrero Mātauranga sponsored by the Ministry of Education. They joined nearly 800 young people, parents, whānau members, iwi representatives, educators and community members from the South Island. Over the two days people shared their vision and aspirations for an inclusive, responsive, and future-focussed education system.

College academic staff continue to enhance our national and international reputation through their leading-edge scholarship. Senior Lecturer Glynne Mackey recently attended the UNESCO Global Action Programme (GAP) on Education for Sustainability (EfS) meeting in Costa Rica, where she was invited to present a paper on approaches to Education for Sustainable Lifestyles in Early Childhood education. Assoc Prof Jo Fletcher and Prof John Everatt attended the Oxford World Literacy Summit in March where they presented research on literacy learning in innovative learning environments. Prof Philip Schulter has been appointed Honorary Professor, School of Clinical Medicine – Primary Care Clinical Unit, The University of Queensland, Brisbane, Australia. Dr Chris North was made a fellow of the 'higher education academy.' Other staff have had recent success with extramural funding opportunities. Dr. Cara Swit received a Regional Ako Aotearoa



Research Grant to explore the role of field advisors in supporting Early Intervention students in the Specialist Teaching Programme. Dr Lois Tonkin, Dr Laurie McLay, Associate Prof Karyn France and Dr. Anne van Bysterveldt were successful in the first round of the Marsden fund and invited to submit full proposals.

The College continues to enhance its outreach and recruitment efforts in a variety of ways. Dr Jenny Clarke organised the UC sessions for the National Biomechanics Day, providing secondary school students opportunities to learn more about biomechanics through interactive, fun sessions. Four schools attended the UC sessions on this day. Academic Manager Sarah Petersen, and staff in the Bachelor of Health Sciences and the Bachelor of Sport Coaching have also been working on 'programme packages' for Health Management, Global Health, and Sport Management as part of a growth strategy initiative aimed to respond to high interest areas. The College has been working with the College of Arts and the College of Business and Law on this development.

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

We continue to enjoy the opportunity to deliver a range of our teaching, and to begin to conduct our research, in the Ernest Rutherford building, which is exceeding our expectations. A few minor building issues remain as we enter the final phase of completion, but core business delivery progresses apace.

A range of College staff have won significant awards in the last few weeks. Dr Ann Brower, an academic staff member in of the Department of Geography has been awarded the Universities New Zealand Critic and Conscience of Society award.. We will celebrate this significant award with guests from around the country later in May. Ann joined UCrecently from Lincoln University. Glaciologist Dr Heather Purdie, also of the Department of Geography, has been awarded a University of Canterbury Teaching Award, for her commitment to deep and accessible engagement with students.

As I write, we are digesting the results of this year's Marsden Fund first round selection process. We are pleased to have nine proposals led by our staff invited to submit full proposals to the second round, and we will be working hard to provide support to maximise final success.

The re-arrangement of the College into a series of large Schools progresses in various ways. We very pleased to have welcomed Professor Rudi Marquez as the new Head of the new School of Physical and Chemical Sciences during April, and Rudi is settling in well. The Departments of Psychology and Communication Disorders are currently involved in implementation planning for their merger, and discussion are about to begin to progress towards a final decision on the final possible merger, between Geological Sciences, Geography and Waterways.

On a more prosaic note, we are pleased that latest forecasts indicate that despite lower than expected full-fee student enrolments, we will meet our budgeted contribution margin, largely as a result of higher than budgeted external research revenue, as well as the securing of some economies on expenditure. Diversification of our revenue streams continues.

## **11. Conclusion:**

By September this year we hope to have closed out the contracts for the Engineering rebuild (CETF) and the Ernest Rutherford Building. We hope to have begun occupation of Rehua, decommissioned the temporary academic villages at Dovedale and Kirkwood and seen the Beatrice Tinsley structure begin to be assembled. We expect to have let the tender for the Locke and Logie redevelopment and agreed a plan to create additional space for the College of Business and Law in Karl Popper. We expect to have taken up our possession of leased space in the Health Precinct and have relocated Communications Disorders to its new permanent home.

By the end of the year we hope to have a Council approved business case for a new Recreation Centre and a new 400 bed Hall of Residence on Homestead Lane. We will also have prepared nearly 3,500 students for graduation, approved the 2019 Budget and received the final \$50 million capital contribution from the Crown. I hope we will have seen our QS ranking rise, our research income exceed prior levels and set new records for philanthropic support. Our trajectory will firmly be one of growth and transformation.

All that will be achieved through the amazing efforts of our staff, the dedication of our students and the support of a wide range of stakeholders. Another amazing effort.

## **12. Appendices**

### **12.1 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 numbers 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 but 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 H&S practice and respond well to UC's internal and independent H&S Auditing practices.

The Campus Construction Safety Group continues to focus the UC team and contractors on the additional operational campus safety risks. The removal of asbestos and demolition of the old von Haast building has proceeded with little by way of on campus incidents concerning H&S with management and demolition activities on site being well executed by Dominion Constructors and the demolition sub-contractor. The localised site activity impacts such as noise and vibration have also been well managed and communicated with occupants of nearby buildings.

#### **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 May. The ongoing programme delay is largely due to delays in completion of commissioning of services and completion of outstanding defects.

On site works are as follows:

- Defect rectification
- Final commissioning processes

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. Completion of outstanding defects, some outstanding non-critical works and provision of all final documentation including O&M manuals has caused the delay in the award of Practical Completion. Some of these dependencies are frustrated by UC's occupancy and use of the building, hence the current forecast PC date remains at late May 2018.

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

Asbestos removal and demolition is now complete and new foundations are being prepared. An extension of time claim (EOT) has been received and is under review by the Engineer to the Contract – the EOT has a revised completion date of 16 May 2019. Over the next month (May) works to modify and create the new foundations will commence at the north end of the site. LVL Timber columns and beams are due for delivery and assembly late May/early June.

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

Practical Completion was awarded to the final wing (Mechanical) on 7 February 2018. An agreed list of deferred works and remaining defects are being progressed as post PC project work streams move closer to completion. Final Account was lodged on 12 March 2018. Agreement on the Final Account is expected to continue into June. The receivership of Orange H. on 11 May will have consequential impacts as UC continues to complete outstanding works and defects in conjunction with the receivers.

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

Sub-contractor resource levels at end April 2018 are averaging 130 on-site workers per day.

Latest “Programme to complete 27 April 2018” has revised PC date of 31 July 2018 and handover date target of 7 September 2018.

The project quantity surveyors have provided scenarios to the PCG for budget forecasting. It is anticipated that the project will be moved into a budget deficit position if works continue later than the end of July.

The external facade remains a critical programme and quality risk. UC continues to monitor this item very closely as it is a key indicator of overall project completion.

Scope and quality of intumescent (fire retarding) paint finishes are a major issue. UC has instructed 60 further inspections to verify quality after 90% of an initial sample failed to meet QA standards. UC have appointed an independent consultant to oversee the works.

Fit-out works are proceeding behind schedule across the North and South buildings with painting and floorcoverings progressing where spaces are complete.

Hawkins have appointed Steve Taw (Regional Manager) to manage the project on-site until completion. It is not anticipated that UC would see the benefit of this change until the end of May.

## **Other Buildings/ Projects**

### **UCSA**

The Engineer to the Contract (EtC) assessment of an extension of time (EOT) has granted the contractor additional time which has revised the Practical Completion date to February 2019. Other delay claims by the building are pending and may affect this PC date.

The Project Team, under the guidance of the PCG, has been reviewing the programme and associated financial risk assessments. Workshops have continued with the builder (Leighs) over the reporting period to provide a revised comprehensive programme. In order for this new programme to be successful it will require the full support of the Leighs’ sub-contractor teams.

## **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.

The quantity surveyor has been working with the team to bring the works into budget. An external programming consultant has been appointed to create an effective and cost-efficient construction programme.

Providing the revised estimate is within the approved budget, the project will go to tender by late May, with the successful tenderer establishing on site in early July.

## **Upgrade of Existing Residential Halls**

CLV has confirmed it is willing to shorten student contracts to allow the required access period for Cannon Hall to be strengthened in the 2018/19 summer period.

Investigations were undertaken in the 2017/18 summer break to enable works to be designed, costed and planned to inform the development of a business case later this year.

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

The lecture theatre portion of the project is now in full use. A variation to the contract was established to include the sports labs required under the approved Clearing the Villages business case with early works already under way. The detailed design for this component is complete and the application for the consent amendment is currently with CCC. Works are on track to be completed and the respective Kirkwood Village units vacated before June 2018.

## **Alice Candy Refurbishment for UCIC**

The refurbishment of the Alice Candy building is virtually complete. The building will be ready for UCIC's planned decant from Kirkwood Village in late May 2018.

## **Vacating Kirkwood and Dovedale Villages**

The programme to provide vacant possession to all of the units on both villages is well under way but has had to deal with a number of additional unexpected challenges including the delay in the Rehua project.

The need to retain Dovedale village for accommodation by the College of Education, Health and Human development for Semester One has created extraordinary challenges for the project team (all UC Staff), with resolution of some aspects only being resolved over the past few weeks.

The University will have the required services disconnected and provide vacant possession of all units in both villages, as required by the contract on 30 June.

## **Projects in planning this month include:**

- Funding partner for future Student Accommodation (ITPD).
- 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

## 12.2 Appendix 2: Upcoming Events Calendar

Date	Event name	Key goal
Monday 28 May	UC Cup Skills event	Promote
Tuesday 29 May	Women in Leadership Breakfast (Auckland)	Recruit
Thursday 31 May	UC Connect - Lessons in Politics from the Christchurch Earthquakes. Dr Ann Brower, Senior Lecturer in Geography, UC Science	Promote
Saturday 2 June	Chiefs v Crusaders	Promote
Wednesday 6 June	UC Cup commences	Promote
Wednesday 6 June	Christchurch Info Evening	Recruit
Thursday 14 June	CUP Book launch	Promote
Monday 25 & Tuesday 26 June	Update Day	Recruit
Wednesday 27 - Friday 29 June	TRCC Symposium	Conference
Thursday 28 & Friday 29 June	EASE 2018: Evaluation and Assessment in Software Engineering	Conference

### 12.3 Appendix 3: VC Activities

<b>Past</b>	
27 April – 12 May 2018	<ul style="list-style-type: none"> <li>• Travelled to United Kingdom and United States of America on UC business</li> </ul>
16 May 2018	<ul style="list-style-type: none"> <li>• Spoke at new staff induction</li> </ul>
17 May 2018	<ul style="list-style-type: none"> <li>• Presented at UCSA forum</li> </ul>
18 May 2018	<ul style="list-style-type: none"> <li>• Attended the Dunedin Graduation Ceremonies</li> </ul>
23 May 2018	<ul style="list-style-type: none"> <li>• Chaired the Universities NZ Committee for International Policy meeting in Wellington</li> </ul>
24 May 2018	<ul style="list-style-type: none"> <li>• Hosted a welcome for new staff</li> </ul>
25 May 2018	<ul style="list-style-type: none"> <li>• Hosted representatives of Sonoda Women’s University in Japan on campus</li> </ul>
<b>Future</b>	
1 June 2018	<ul style="list-style-type: none"> <li>• Visiting the principal of Riccarton High School</li> <li>• Attending and speaking at the Global China Connection: See me Live Awards Evening.</li> </ul>
5 June 2018	<ul style="list-style-type: none"> <li>• Visiting the principal of Villa Maria College</li> </ul>
6 June 2018	<ul style="list-style-type: none"> <li>• Attending the Advisory Board to the AVC Māori and NTRC Meeting</li> </ul>
7 June 2018	<ul style="list-style-type: none"> <li>• Attending the Universities NZ Vice-Chancellors’ meeting in Wellington</li> </ul>
14 June 2018	<ul style="list-style-type: none"> <li>• Speaking at the Canterbury Chartered Accountants Conference</li> </ul>
18 June 2018	<ul style="list-style-type: none"> <li>• Hosting the VC Forum</li> </ul>
20 June 2018	<ul style="list-style-type: none"> <li>• Speaking at a new staff induction</li> <li>• Hosting a dinner for locally based CEOs with Professor Ian Wright</li> </ul>
21 June 2018	<ul style="list-style-type: none"> <li>• Hosting UC Foundation Donor Thank You Event in Wellington.</li> </ul>
22 June 2018	<ul style="list-style-type: none"> <li>• Hosting a Development Day for SMT</li> </ul>

## 12.1 Appendix 4: Enrolment Table

	Headcount						EFTS		EFTS						
	Applications to Enrol						Actual Enrolment		Full Year Enrolled						
	ATE Enrolment Week: 33 (12/05/2018)						Enrolments (12/05/2018)		Actual	Actual	Actual	Actual	Actual	Forecast (as at April)	Budget
	2013	2014	2015	2016	2017	2018	2017	2018	2013	2014	2015	2016	2017	2018	2018
<b>Domestic 1st Year</b>	3,662	3,958	4,009	4,776	5,095	5,182	3,084	3,419	2,886	2,922	2,974	3,254	3,262		
<b>Returning</b>	9,338	9,100	8,890	9,004	9,309	9,600	7,963	8,181	8,495	8,245	8,079	8,104	8,409		
<b>Total</b>	<u>13,000</u>	<u>13,058</u>	<u>12,899</u>	<u>13,780</u>	<u>14,404</u>	<u>14,782</u>	<u>11,047</u>	<u>11,600</u>	<u>11,381</u>	<u>11,167</u>	<u>11,053</u>	<u>11,358</u>	<u>11,671</u>	<u>12,257</u>	<u>12,277</u>
<b>International 1st Year</b>	1,472	2,089	2,397	3,349	3,496	3,909	558	717	304	336	445	607	744		
<b>Returning</b>	524	506	493	619	802	943	624	727	495	439	434	527	674		
<b>Total</b>	<u>1,996</u>	<u>2,595</u>	<u>2,890</u>	<u>3,968</u>	<u>4,298</u>	<u>4,852</u>	<u>1,182</u>	<u>1,444</u>	<u>799</u>	<u>775</u>	<u>878</u>	<u>1,134</u>	<u>1,418</u>	<u>1,728</u>	<u>1,529</u>
									-	-	-	-	-	-	
<b>Total</b>	<b>14,996</b>	<b>15,653</b>	<b>15,789</b>	<b>17,748</b>	<b>18,702</b>	<b>19,634</b>	<b>12,229</b>	<b>13,044</b>	<b>12,180</b>	<b>11,943</b>	<b>11,931</b>	<b>12,492</b>	<b>13,089</b>	<b>13,986</b>	<b>13,805</b>

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 student's citizenship status rather than fee type. Enrolments data is based on EFTS and the student's 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



## **12.2 Awards list (December 2017 – May 2018)**

### **December**

Rt Hon Sir John Key was awarded an Honorary Doctorate in Commerce.

Tufulasi Taleni, was awarded the 2017 NZARE Rae Munro Award for excellence for his Master's thesis.

December – Successful proposals in the MBIE Partnerships Scheme investment funding round were submitted by:

- Ada Rutherford Professor of Architectural Engineering Larry Bellamy
- Dr Robert Finch

Dr Sonja Macfarlane received the Te Tohu Pae Tawhiti Award at the 2017 New Zealand Association for Research in Education conference.

Professor Jennifer Brown was awarded the 2017 Campbell Award of the New Zealand Statistical Association

UC alumna Barbara Chapman was acknowledged for her seven years' service as ASB chief executive.

Podesta Family Enterprise and Innovation Award in the Engineering Without Borders Challenge

- Marcus Reeves
- Odyssey Posimani
- David Avei
- Jack Pilet

Alumna, Justice Christine Grice, CNZM was appointed a Judge of the High Court.

### **January – New Year's Honours recipients**

- Cameron Moore, MNZM for services to the manufacturing industry and community.
- Graeme Wallis, MNZM for services to music.
- Julia Morison, ONZM for services to visual art
- Lorraine Logan, QSM for services to musi
- Mark Stewart, MNZM for services to the community and spor
- Philip Craigie, QSM for services to music.
- Maureen Truman, MNZM for services to education.
- Dr Garth Carnaby CNZM, MNZM for services to science and governance.

### **March**

Distinguished Professor Geoffrey Chase was appointed to the Marsden Fund Council as the new convenor of the Engineering and Interdisciplinary Sciences panel.

Distinguished Professor Jack Copeland was awarded the Barwise Prize from the American Philosophical Association.

Technical Innovation Award at the Shell Eco-marathon Asia 2018 in Singapore

- Robbie Murray
- Ben Murton
- Tim Marsh

Oliver Hunt won \$100,000 award from the Dream Believe Succeed Foundation for his start-up company Medsalv.

Associate Professor Dirk Pons was made a Fellow of Engineering New Zealand.

## **May**

Professor Emeritus David Penny was named a National Academy of Sciences (NAS) foreign associate.

Dr Ann Brower was awarded the 2017 Critic and Conscience of Society Award.