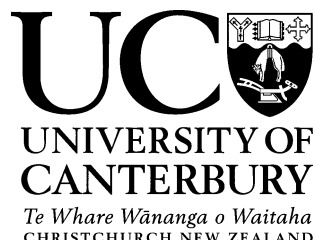


Dr Rod Carr
Vice-Chancellor
Tel: +64 3 369 3836
Email: vice-chancellor@canterbury.ac.nz



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

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1. INTRODUCTION

Early indicators of applications to enrol (ATEs) for next year remain positive – attendance at outreach and liaison events showed increases on previous years and applications to halls of residence also showed increases. Our third week of ATE data also showed double digit percentage increases on the same time last year.

Semester 2 teaching has concluded and examinations are upon us. The Summer School programme opened for enrolments. Staff moving to Rehua are about to pack their bags (finally!). The 2019 timetable has been published with less than 7% of teaching activities taking place outside 9am to 5pm.

While a number of construction projects are closing, others are progressing, some are moving toward contracting, while others remain in business case development for University Council approval.

The deployment of the Council-approved multimillion-dollar capital investment in hardware and software to support our IT network can't come soon enough. Major upgrades are expected to be installed, tested and available in time for the new year. This should materially improve system response times and improve the robustness of our online systems.

Work continues on a number of strategic initiatives including discussions with Lincoln University about partnership and establishing our initiative to develop human capital to support the sustainable production, efficient processing and secure distribution of healthy foods – Kia Tōpū.

2. STRATEGIC MATTERS

2.1 Kia Tōpū

Work continued on the realisation of Kia Tōpū as a strategic development across the University of Canterbury. This has been confirmed by University Council endorsing the Kia Tōpū business case at its September 2018 meeting. A potential investment of up to \$30m over five years was endorsed to assist in the development of the programme. The two areas of development for Kia Tōpū are in the areas of a research institute and in the taught course programme.

In particular, the development of a research institute is seen as one of the tools that advance the aims of Kia Tōpū. A Research Institute Working Group (RIWG) has been formed to frame a research agenda and focus for Kia Tōpū. Similarly, developing programmes/courses, both from existing areas of offerings along with potential new initiatives, is a second tranche of work. A Programme Development Group (PDG) has been established to lead this kaupapa. Both are overseen by the Kia Tōpū steering group and exciting opportunities are emerging. Market research, domestic and international, is under way to assist in framing our focus and future with the project, with preliminary feedback expected in November.

The next Kia Tōpū staff hui is scheduled for 23 November, when we will look at the work to date across the RIWG and PDG, while looking to provide the next phase of our strategic implementation and initiatives for the programme.

2.2 University of Canterbury/Sunwah (Science City Investments)

From 9-11 October, UC representatives held further discussions with Sunwah (or potentially its subsidiary company, Science City Investments) about a potential partnership and investment in Kia Tōpū. Parallel discussions were also held with NZTE as it related to Kia Tōpū and potential China investment.

The discussions confirmed that there remains an opportunity to develop this partnership, while also bringing forward indications from our engagement with NZTE, at least another 50 Chinese prospective partners potentially interested in Kia Tōpū. NZTE also indicated from the Kia Tōpū discussions, that they have identified UC as a ‘tier 1 business’, meaning we will gain high-level support from NZTE to engage with prospective Chinese partners.

Science City Investments confirmed they remain committed to the conceptual investment related to Kia Tōpū and indicated the CEO Mr Ye and director and shareholder Ms Kang, along with representatives from senior management, intend to visit UC in February 2019. Ms Kang is the GM of the Sunwah subsidiary Culture and Technology. In this engagement, the potential to develop a relationship with Guangzhou Academy of Fine Arts was raised. Indication of interest in pursuing a relationship with UC in Māori identity and revitalisation and transposing that revitalisation within China in a contemporary global community was discussed. In particular, they expressed an interest in holding an exhibition in 2019 comparing Māori and Chinese societies, funded by Ms Kang through Sunwah/SCI/Guangzhou Academy of Fine Arts (GAFA).

2.3 UC Futures

In September 2014, the Crown and UC signed an agreement that the Crown would support the University’s recovery from the effects of the Canterbury earthquake sequence. The agreement was that the Crown would provide up to \$260m and that the University would deliver the rebuild of the Engineering and Science precincts and the new Education building, Rehua, along with introducing UC-wide graduate attributes, increasing enrolments to pre-quake levels and returning to operating surpluses by 2019.

The payments were to be made in three tranches: an initial payment of \$10m as a contribution to the costs of developing the plans for the rebuild and the programme as a whole; a \$100m payment after Engineering Precinct business cases were submitted; \$100m once the final business case for the Science Precinct was submitted and a final \$50m if UC continued to need the support in the 2018/19 Government financial year. There was also an insurance proceeds sharing agreement which saw UC refund \$8m to the Crown. These contributions are part of the wider rebuild programme of about \$1.2 billion across the whole of the main campuses in Christchurch and the university’s field stations. UC received an insurance settlement of about \$550m for costs and losses arising from the earthquakes.

The Engineering precinct rebuild is complete; the Science precinct rebuild is on schedule to complete in 2019; the graduate attributes are on schedule to be incorporated into all undergraduate degrees by year end; international enrolments are well ahead of targets and domestic enrolments are forecast to hit pre-earthquake levels in 2021, a year ahead of the original target.

Domestic EFTS	Crown Funding Agreement targets	May 2018 Forecast (used in the Ten Year Model)
2018	12,684	12,227
2019	13,075	12,869
2020	13,418	13,421
<u>2021</u>	<u>13,711</u>	<u>13,955</u>
2022	13,967	14,363

In September, UC wrote to the Ministers of Education and Finance to confirm that it had met the requirements to receive the final tranche of payments of \$50m. The Minister of Education replied with a letter of congratulations on the University's significant recovery process and authorised payment of the final \$50m of Crown funding support. UC has now received the full \$260m that was part of the Crown Funding Agreement. The receipt of this last tranche of support is an important milestone for UC.

2.3.1 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.

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.

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.

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.

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.

The BE(Hons) underwent a programme review signalling the completion of the major degree reviews. Programme reviews since 2014 have addressed the Graduate Profile. As of 2019, the cycle of reviews will be repeated, and changes and advances to the curriculum as a result of the implementation of the Graduate Profile will be reflected. The AVC Academic is preparing a final audit report for the Governance Oversight Group of UC Futures to report on progress and next steps in ensuring our graduates meet the UC Graduate Profile.

As the year ends, Colleges are beginning to consider new courses and qualifications for the first round of CUAP in 2019. Academic colleagues are considering ways of enhancing the Graduate Profile through collaboration and new initiatives in work and community experience.

Co-curricular and pan-University activities that support the Graduate Profile have been ongoing even as we head toward the end of teaching. For example, UCE, the College of Business and Law and UC Foundation have come together to support a scholarship for students to attend the Global Leadership Immersion Programme in China. Likewise our students through the incoming UCSA Vice-President will be joining Maori Development Team, Pasifika Development Team and academic colleagues in a symposium in Wellington on improving student outcomes, particularly for Maori and Pasifika students.

At the end of September, the Student Volunteer Army continued its good work, this time on the West Coast where they held the last camp of the year in Hokitika and carried out volunteer projects for local communities.

2.4 International

Exchange. A group of eight students from the University of Oxford spent three weeks at UC undertaking a programme called Re-imagining the City: Christchurch. This is the second year the programme has run.

Applications for outbound exchange closed in September for 2019. A number of new marketing initiatives was undertaken across campus and online in Semester 2, resulting in an almost 20% increase in outbound applications for 2019. The Mobility team is working with UC's marketing team to rebrand the exchange programme to increase its visibility on campus and give the programme a cohesive identity. This will launch with new marketing materials for 2019 under the name UC Global Exchange. An Exchange action group with members from each College is also working with the IRO on short and long term strategies to develop outbound mobility.

Study Abroad. Fall recruitment travel was undertaken for much of September, with 23 Study Abroad fairs and visits attended across the US at UC's partner institutions. New Study Abroad agreements are in process from recent outreach initiatives.

Recruitment. Recruitment trips were carried out in Malaysia, Singapore, Indonesia, Japan, Korea, Vietnam, Denmark, and Sweden to optimise student numbers for 2019.

Conversion Management. The Conversion Management Team dealt with approximately 495 applications during September 2018. As at time of writing, the year-on-year comparison of international applications to UC was up 12% on conditional offers, 21% up on full offers of place and 27% up on offers of place accepted. We will continue our focus on conversion over the next quarter.

3. CHALLENGE

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

3.1 Marketing

The final UCMe student videos were due to be ready by the end of the month. These will run in both paid and organic social media as well other online platforms. More than 80 videos will be completed over the year. Our online results across both newsfeed and video is up 81% year on year. We have recruited and interviewed the next 26 UCMe students to feature in the brand campaign for 2019. We are in the process of evolving the UCMe brand design and the 2019 media strategy is being finalised.

The Alumni campaign is in full swing, with adverts in print and online (banner ads and social media). We have also had bonus digital billboard placements in Tauranga, Hamilton, Auckland and Wellington in premium position to further enhance the campaign.

The Summer School and Enrolments are both in market and the team was busy supporting our colleagues in the Colleges with extensive campaigns for Law, Business, Arts, Business Taught Masters and MBA.

Organic social media activity continues to be high – Facebook fans sit at over 67,000 with an average engagement rate of 4%. Instagram, Snapchat and Twitter fan growth rates are also performing well. The new search application is in its final stages of testing and will be live in the next few weeks.

The Guide to Enrolment, STAR and Summer School publications are completed and work is under way for the Calendar.

3.2 Liaison

Liaison is fully into the conversion period and spent September assisting future students to apply for accommodation and complete course planning.

Liaison officers piloted a more holistic form of course planning, taking the opportunity to create further engagement through connections to UCSA clubs, UC support services and wider community involvement (SVA). This has been well received from piloted schools and is seen as a way of making students feel connected to UC earlier. Course planning occurred throughout the country with much higher than anticipated numbers in Hawkes Bay and Bay of Plenty. This was counter to lower numbers in Auckland, Dunedin, the West Coast and Nelson/Marlborough. Course planning numbers on the whole were lower than the same time last year by 97, this is thought to be the result of the Engineering Interactive Course planner and a lag in reporting.

All future students in CRM were contacted, and a Liaison phone call out was made to over 200 students before the application due date. In an attempt to boost flagging accommodation applications from the Bay of Plenty a UC Bound activity was held. Post-event analysis saw an increase in completed accommodation applications from the region.

Future student appointments continued with 48 one-on-one appointments conducted, the majority for school students requiring course planning. 24 adult students made appointments to access general information and course planning. A further three appointments were conducted over the phone/skype, two of which were for future adult students.

3.3 Admissions

During September, Admissions prepared 19 letters of offer for students studying at CCEL, and another 60 letters of offer for UCIC students. Both cohorts will be joining UC starting February 2019. The admission, placement and budget have been completed for 45 New Zealand Aid Scholarship Students with approximately 25 more to be processed. We are expecting more applications in the near future. We are concentrating on students who opted to come to UC as their first or second choice.

3.4 Contact Centre Shared Services

The upgrade to the Contact Centre software was successfully deployed in mid-September. In preparation for the opening of enrolments, Contact Centre Advisors have been working hard at building stronger relationships with Colleges and service areas, with dedicated team members being allocated to specific outreach/liaison roles. At the same time, the Contact Centre has been developing and deploying a new SharePoint site. Both of these initiatives have already improved our efficiency and effectiveness in responding to enquiries, and our service to prospective and current students.

3.5 Enrolment

September was a steady month for the Enrolments Team, with foot traffic increasing with enquiries about summer courses and exchange. The Contact Centre, Shared Services and Enrolments worked together to update the STAR enrolment processing notes, to provide support in February to meet processing deadlines during our busiest period of the year. Together we plan to continue this collaboration in regard to UCIC enrolments, and hope to continue building connections across teams. The Enrolments team was involved in the International Enrolment Planning Workshop, and is participating in various working groups to plan the detail of the event (7-15 February 2019).

3.6 Accommodation

The team was busy processing the accommodation applications for domestic school leavers to meet the cut-off date of 28 September at noon. Early indications show a 5% lift in applications for the 2019 academic year.

The halls received scholarship recipient information to prioritise these students for places within the hall. 160 Go Canterbury scholarships will be offered with a room in University Hall. All offers of rooms were sent on 2 October. There were bi-weekly hall tours during September which had good attendance numbers of students and whanau.

3.7 Scholarships

Scholarships targeting domestic and international students starting their undergraduate studies at UC next year have been processed and offers were sent to prospective students in the first week of October. These offers align with accommodation offers, giving students certainty around the outcome of their scholarship applications as they consider their accommodation offer. There are 472 awards being made from this batch of 35 scholarships.

Applications for scholarships for postgraduate-level study opened with 67 scholarships funded by UC or donors available for application until 30 November. Plans are in place to process these scholarships quickly to support student recruitment into postgraduate-level study and to ensure the UC Doctoral Scholarship offers are made before the Christmas break.

3.8 Careers Internships and Employment

A small group of mainly UC postgraduate students volunteered to act as ambassadors for UC Careers. The students have all engaged with a variety of the services offered by UC Careers and as a result of their experiences are keen to promote and contribute to the service. The intention is that they will also enhance their own employability. Recent examples of activities facilitated by the Careers ambassadors include:

1. 'Lunchtime Session' with an HR staff member offering students insight into negotiating an Employment Contract.
2. Five-minute talks at lectures and tutorial groups about the benefits of engaging with UC Careers and the Co-curricular Record (CCR) from a student perspective.

An online interactive career development platform, Abintegro, is being integrated into the UC Careers website. This will provide students and alumni with a comprehensive range of useful career development and job search tools, and academics with a set of modules that may easily be integrated into their classes.

3.9 Pacific Development

Strategy Development. The Pasifika Strategy 2014-2018 has been reviewed and a revised strategy will be presented to SMT and UC Council in November.

Retention. PDT student engagements were 219 for September.

Recruitment. PDT attended the Tongan NCEA 1-3 examinations held at Christchurch Boys' High School, which gave a chance to recruit a number of students to UC and our outreach programme being held in October.

Cultural Celebrations. September saw PDT and the wider University celebrate both Tongan Language Week and Papua New Guinea Independence Day.

3.10 Student Experience

3.10.1 Student Care

The Student Care Team recorded a total of 197 student engagements during September (117 unique).

Student Care has been working with IT services to develop a SharePoint site to provide a platform for the Student Incident Response Plan (SIRP) process. This will provide comprehensive capturing of information and processes for critical incidents and students of concern.

Student Care also completed a draft International Student Experience Framework Strategy which aims to create a visible, unified, campus-wide engagement response for enhancing the experience and wellbeing of international students at UC. It is informed by the current International Education Strategy 2018-2030, the International Student Wellbeing Strategy 2017, and the Education (Pastoral Care of International Students) Code of Practice 2016. The common strategic outcomes include:

- Keeping international students safe and well while studying in New Zealand
- Achieving sustainable growth by providing high-quality education
- Delivering excellent education and student experience
- Valuing international students and their contribution to New Zealand
- Developing global citizens

Staff also attended a Drugs on Campus hui at Ara, which focused on:

- Drugs, risks and prevalence
- Understanding addiction
- Harm reduction messaging
- Running safe events on campus
- Campus policies
- Getting help
- Drug testing
- Resources

The learning will be incorporated into initiatives and communications at UC in 2019.

3.10.2 Emerging Leaders Development Programme (ELDP)

ELDP is UC's flagship scholarship programme and an important development initiative for the next generation of student leaders. We reviewed 1677 ELDP 2019 scholarship applications for 100 places. Offers have been made by scholarships office.

An end of Year Celebration event was held at Ilam Homestead on 30 September, and was a great evening of awards, speeches, music and continued connections. The guest speaker was Sam Brosnahan, UCSA President 2019 and ELDP alumnus. 73 people attended the celebration.

3.10.3 ELDP Exec selection for 2019

There were 32 applicants for the ELDP exec team for 2019. 25 were shortlisted and interviewed via both individual and group interview processes. This is indicative of students' desire to continue involvement with ELDP and to give back to the programme.

Various collaborations have been explored to enhance ELDP in 2019. The programme aims to use more on-campus UC expertise and offerings within the programme and connect students to more opportunities through the University.

3.10.4 Go Canterbury Programme

There are 133 students in the Go Canterbury Programme, which indicated a 94% retention rate since the start of the year.

Term 4 of Go Canterbury comes under the heading of the UC Graduate Attribute 'Employable, Innovative, and Enterprising' and focuses on networking skills, getting set up for summer jobs and internships, and gaining experience organising events.

3.10.5 UniLife

The programme coordinator identified all UniLife students with a GPA lower than three (14 students). Of those, five students already had plans in place to manage their progress (e.g. registered with Disability Resource Service or had met with a College Advisor and changed their degree pathway). The other nine students were sent an individualised text and email. Students responded positively to this individualised attention and support (four of the nine students responded). At the end of September, UniLife had 72 students actively engaged in the programme.

3.10.6 MME Doctoral Academic Writing workshop series (pilot)

Eleven Marketing and Management PhD students, nine of whom were international (82%), participated in the September MME PhD Academic Writing workshop. Students nominated the seminar topics in-line with their writing priorities. This month the focus was supervisor feedback. The series, a collaboration involving the Academic Skills Centre, Student Experience Team, and the Department of Management, Marketing and Entrepreneurship, is intended to enhance the students' academic writing skillset, progress their thesis writing, and develop peer support capability.

3.10.7 Doctoral and Masters by Research Student Orientation

Thirteen new Doctoral students attended the tailored research orientation in September. Ten (77%) were international representing Brazil, Germany, Iran, Italy, South Korea, Nepal, China and the United States. The Colleges of Business and Law, Engineering, Science, and Education, Health and Human Development were represented at the rate of 1, 6, 4 and 2 students, respectively. All attendees rated the experience favourably, particularly regarding meeting the advisors and staff from the services, and hearing about the range of support at UC.

3.11 UC Sport and Recreation and Wellbeing

3.11.1 Participations

The RecCentre had 30,112 visitors through the turnstiles in September. Of this number, 24,176 were students and the remainder included staff, community and casual users. Total Membership grew by 228 with 249 new students registering this month, continuing the steady growth in use.

Membership Type	Headcount	Changes July – August	
		Net change	% change
	As at 30 September		
Total Other	594	↓21	↓3.41
Total UC Students	8059	↑249	↑3.19
Total Membership	8653	↑228	↑2.71

3.11.2 Programmes and Promotions

In 2018 we had 125 social sport teams and next year this is expected to grow to about 230, a potential increase of 1,000 participants across the year.

We are engaging with the UCSA and our affiliated Sports Clubs about what services we provide our clubs and how they will be delivered/managed in 2019. We traditionally provide Performance Analysis and Strength and Conditioning services (mixture of internships and staffing) and are looking to continue this next year but looking for growth in the internships model with the College of Education, Health and Human Development Sports Programme. Our planning will also consider how we could provide these services to a wider range of teams associated with UC.

3.11.3 Wellness Strategy

Following last month's Wellness Advisory Group, work has been completed by HR and SSAC staff around the delivery of Psychological First Aid training for staff to help them deal with students in distress. The aim of this training plan is to support staff and student retention through providing targeted training to all staff to improve their confidence and understanding of the resources, techniques and referral pathways. This work will be reviewed by the Wellness Advisory Group in late October with the plan ready to be implemented ahead of Semester 1 2019.

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)

Academic Services Group (ASG) continued work across a wide range of activities. Five academic and general staff attended a national symposium in Wellington for the Academic Quality Agency Audit Enhancement theme. The theme is part of a two-year work stream considering ‘Access, outcomes and opportunity for Māori students and for Pasifika students’. The focus for the day was to bring together teams from all universities to share good practice, to constructively challenge current approaches, models and initiatives and to develop an agreed plan for action. The UC contingent presented on the Graduate Profile.

Course evaluation has begun for Semester 2, and whole year courses and teaching evaluation and tutor evaluation is under way. ASG assisted with the publication of the 2019 University Calendar. Peer review for other Universities Graduating Year Reviews was undertaken and peer review of Round 2 CUAP proposals completed. Planning was ongoing for managing the end of year review of academic progress. Summer courses opened for enrolments. Promotion began for the 2019 STAR programme for secondary schools. The Graduate Destination Survey closed and preliminary analysis has begun.

4.2 Research (R&I)

The Royal Society Te Apārangi released a discussion paper on the use of gene editing in the primary industries and a technical paper on gene editing in the primary industries, as part of their larger Gene Editing in Aotearoa project. These papers explore five scenarios where gene editing could be used in New Zealand’s primary industries to:

- Reduce environmental impact (reduce wilding pines)
- Respond to insect pests and environmental stress (improve forage grass)
- Speed up innovation (develop new apple varieties faster)
- Protect taonga species used in the primary industries (protect Mānuka from disease)
- Provide new human health benefits (remove potential allergens from milk)

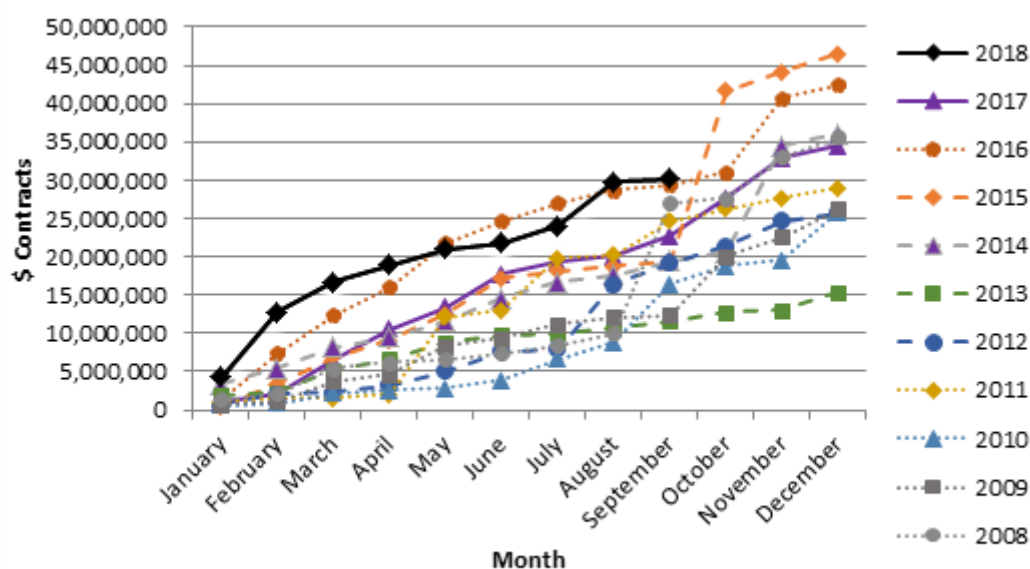
The RSNZ is seeking feedback on the issues raised in the discussion paper, available on the RSNZ website: <https://royalsociety.org.nz/news/potential-uses-of-gene-editing-for-new-zealands-primary-industries/>

The Innovation Jumpstart winners were announced at an awards event on 3 October. Innovation Jumpstart gives UC researchers from all disciplines the opportunity to transform their ideas and research into commercial reality. Five prizes of \$20,000 were awarded by KiwiNet. In addition, two projects received \$35,000 worth of practical services from technology incubators WNT Ventures and Astrolab.

The winners were:

- Dr Matthew Cowan (Chemical and Process Engineering) – Recovery of feedstock chemicals from dilute solution (WNT Ventures Prize)
- Associate Professor Renwick Dobson (Biomolecular Interactions Centre, School of Biological Sciences), doctoral candidate Michael Love and Dr Craig Billington (ESR) – Enzymes for controlling Gram-negative pathogenic microbes in food, medicine, and veterinary industries (Astrolab Prize)
- Dr Jennifer Crowther (Biomolecular Interactions Centre, School of Biological Sciences), Professor Mark Hampton (University of Otago), Dr Neil Pattinson (ChristchurchNZ), Associate Professor Renwick Dobson – New diagnostic test for life-threatening condition in pregnancy for mother and child
- Associate Professor Mathieu Sellier (Mechanical Engineering), Dr Volker Nock and Associate Professor Shayne Gooch – Innovative spin coating to create environmentally friendly materials
- Dr Aaron Marshall (Chemical and Process Engineering) – An eco-friendly solution to reuse acid waste from galvanising plants

R&I are managing 384 research contracts, worth a total value of \$142.1m. In 2018 to date, 194 contracts worth a total value of \$30.7m were executed, and 33 contracts worth at least \$13m are pending (i.e. in the process of being executed). UC holds 76 National Science Challenges contracts worth \$23.9m and 60 CoRE contracts worth \$32m (with 0 NSC/CoRE contracts pending).



4.3 Research Development

Following Council’s decision to approve the Kia Tōpū business case, two major project streams commenced around new teaching programme developments with the aim of developing proposals for CUAP approval in 2019, with the first new course being taught from 2020. In parallel, a project team began the process of establishing the new UC Kia Tōpū Research Centre, and developing strategic plans around the three themes of Food Innovation, Food Equity, and Food Intelligence. Discussions have begun with national and international partners that would be foundational partners in the centre.

UC is continuing to work with other New Zealand universities in the development of consortium proposals in the fields of data science, space science and technologies, and low-carbon energy systems that will be bid into various MBIE funding calls.

4.4 Research Reputation

The 2019 Times Higher Education subject rankings were released, with UC ranked highly in three subjects; Business and Economics ranked 151 – 175, Social Sciences ranked 201 – 250, and Education ranked 251 – 300.

Distinguished Professor Geoff Chase (Mechanical Engineering, College of Engineering) was awarded the 2018 Royal Society Te Apārangi MacDiarmid Medal. The MacDiarmid Medal is arguably one of the more prestigious of the society's awards and is awarded annually to a person (or team) in New Zealand, who has undertaken outstanding scientific research that demonstrates the potential for application to human benefit, such as in the areas of health, environment and technology. Professor Chase's work in combining innovative engineering computer models and methods with physiology and clinical medicine to create unique, virtual patients has enabled the rapid, safe optimisation and personalisation of drug treatment. In particular the use of designing and implementing the glycaemic control protocols is making positive differences in patient mortality and greater efficiency of hospital resources. Further, Professor Chase's research has also created novel model-based tools enabling far earlier diagnosis of type 2 diabetes, leading to novel new approaches to managing type 2 diabetes.

4.5 Postgraduate Research

Student numbers

- In September doctoral students totalled 1,055.
- There were a total 837 masters students doing their theses.
- 24 new doctoral students enrolled in September, bringing new enrolments to 169 for the year to date.
- In September, 11 doctoral students submitted, bringing the total to 123 for the year to date; and
- 9 successfully completed their thesis examinations, bringing the total to 100 this year, while a further 19 master's thesis students were examined, bringing the total to 185. No students failed.

Other activities

- The postgraduate deans travelled to China, 10-22 October, to participate in the annual China Scholarship Council (also called IGSCF) Postgraduate Recruitment fairs. The team attended fairs in Beijing, Xi'an, Changsha and Shanghai, and although the focus was on doctoral students the team also talked to master's and undergraduate students.
- Undergraduate Summer Scholarships are being planned with 189 scholarship proposals received.
- Preparations for Spring Gradfest (29 October-2 November) were well under way with talks and workshops free for all postgraduate research students all week.

4.6 Timetabling

The 2019 Timetable was successfully published 9 October, consisting of about 105,000 hours of teaching scheduled on Ilam campus. This includes the College of Education, Health and Human Development teaching, which will move off the Dovedale campus and in to the new Rehua building.

Our close working relationship with the University's Space Manager and the Capital Works Project Managers kept us informed of the risks to the programme of works for the UCSA building, which enabled us to proactively develop contingencies.

The Timetabling unit enters a quiet time, where we will reflect on lessons learnt during the 2019 build and look at process improvements for the 2020 build.

4.7 Office of the AVC Maori

4.7.1 Graduate Pillar – BiCC

The next BiCC hui with Deans and PVCs will be held on 28 November, the final BiCC hui for 2018.

4.7.2 Te Tari o te Amokapua Māori

Dr Darryn Russell, Liz Brown and the Kaiārahi continued working to ensure the mahi towards the BiCC pillar of the UC Graduate Profile is completed for undergraduate programme delivery in 2020 for all of the agreed kaupapa and learning outcomes. Mahi has been achieved in curriculum development against BiCC, as part of the Graduate Profile, with much still to do. We acknowledge the significant work in colleges.

Noting we are in year one of implementation, some discussion is being held to look at providing feedback to the Academic Advisory Committee in 2019, compared to our original aspirations in this domain.

4.7.3 Kaiārahi

Kaiārahi are undertaking intensive planning for 2019 to best respond to and manage the demand from colleges and service units. The collaborative mahi carried out by the Kaiārahi is strongly valued and the range and depth of support and collaboration continues to grow.

Kaiārahi continued to be involved in teaching into a number of courses. Kaiārahi are frequently participating in interview panels, assessing mock lectures and reviewing potential new staff. This has been a significant activity over the last month and will continue in the near future. This is partly driven by normal change and growth, but also by the number of roles in the School of Product Design.

Te Ohu Reo are receiving requests for material which will be used in 2019 and 2020, and we appreciate having some lead time for these requests. A database of 1,200 terms developed by Te Ohu Reo has been added to one of our SharePoint sites and we aim to have a non-editable version available (probably via a web page), with a process for regular additions, in 2019.

4.7.4 Te Ratonga Ākonga Māori – Māori Student Development Team (MDT)

Te Wiki o te Reo Māori was celebrated nationwide in the week of 10-14 September 2018. A UC programme of events was held and this programme was created through a collaboration between Aotahi School of Māori and Indigenous Studies, UC Libraries, Te Akatoki Māori Students Association and Te Tari o te Amokapua Māori. As part of Te Wiki, UCSA cafes offered 50% discount on coffee ordered in te reo. This proved popular, with long queues outside cafes involved.

Te Ratonga Ākonga Māori continues to be busy, with many students needing support as final assignments came due and the start of exams approached. The team is looking at options for 2019 for additional mental health support for students. This project may develop into a wider collaboration with other student support teams.

The Celebration for Māori Graduates will be held 20 December in the Engineering Core.

4.7.5 Māori Recruitment and Outreach

Te Pōkai Ao is a Ngāi Tahu-led pilot programme for Year 10 Ngai Tahu students interested in science. Ākonga participating in this programme are from all around Aotearoa, with 22 students involved. Part of this Ngāi Tahu and UC collaboration also involves the University of Hawai'i, Manoa (UHM), and Assistant Professor Kiana Frank of UHM. The Ngāi Tahu students spent seven days in Hawai'i with Assistant Professor Frank, learning about indigenous science through studying traditional fisheries and forestry management. This was followed by a three-day wānanga at Tuahiwi, where UC engagement took place. The learning outcomes of this programme are related to NCEA science topics at their school. This programme is part of a strategic plan to ensure these students' continued STEM development to Year 13 and beyond. The aim is to increase Ngāi Tahu science graduate numbers.

Te Ara Raukura took place in September for students who will be Year 13 in 2019, and who need to more thoroughly consider their pathways for tertiary study. This programme was hosted at Linwood College, with 70 participants. This is a developmental programme for Year 12 students to assist in repairing the negative effects of the Christchurch earthquakes on their educational success. UC is a programme partner as part of outreach activities for rangatahi in eastern Christchurch high schools. Other recruitment and outreach activities for September involved reporting on this year's activities, planning and preparation for 2019.

4.7.6 Māori Research

The next Māori Research hui will be on 8 November. The MAI ki Aronui conference takes place 9-11 November in Auckland and three PhD ākonga Māori from UC will present their research at this conference.

5. CONNECT

5.1 Communications

<i>Engagement Data – September 2018</i>	
Intercom	Open rate 40.33 average % (International benchmark = 21.8%) <i>Themes measured:</i> the top 10 viewed blogs had these themes <ul style="list-style-type: none"> • Diversity (2) • Staff achievement/story • Governance/VC/SMT (2) • Learning or Professional Development • Academic/Research • Tech Tip • UC News/Announcements • Notices
Insider's Guide (student newsletter)	Open rate average 51.97% (International benchmark = 21.8%) <i>Themes measured:</i> the top 10 viewed blogs had these themes <ul style="list-style-type: none"> • Staff achievement/story (2) • Student achievement/story • Notices (3) • Postgraduate • Health and fitness • Wellbeing and student support • UCSA and clubs
Twitter	(Measured against all universities in New Zealand and Ara) Fifth for <i>Engagement Fan Ratio</i>

	<p>Third equal for follower growth rate</p> <p>Total followers: 6,607 (88 new followers in September). Same time last year: 5,538 followers.</p>
Stakeholder Newsletter	<p>Stakeholder Update Newsletter – September 1,152 Recipients Open rate 45.9% industry average 16.9% (List ave: 42.6%) Click rate 8.7% industry average 2.2% (List ave: 5.8%)</p>

5.2 Communications

The campus map update is under way. Base map updates will be complete before holiday shutdown.

As part of the Cyber Security project, communications to staff and students were included in blogs/newsletters advising that Phishing testing would be taking place before the end of year. No feedback has been received concerning the testing.

We are working with ITS on the UC phone app project outlining key milestones for February delivery and are working with Wellness Services and the UCSA to identify relevant content for student voice start-of-year publications.

Other projects included: collateral and presentation about space science, engineering and technology for the IAC conference in Germany and a brochure for philanthropic bondholders

5.3 External Relations

5.3.1 Media

September media coverage of UC-related topics was again overwhelmingly positive. In September, we handled more than 60 media queries on a wide range of topics, including the Rec Centre dress code, Nicky Hager speaking on campus, Lincoln University MOU, seeking comment on stabbing death on Ilam Rd (non-UC), pitching kakī as Bird of the Year, seeking a maths/stats expert on odds of 40 people winning Lotto 1st division, mental health, halls, and parking, among other topics.

Other media coverage of UC-related topics and experts included: UC building technology innovation, UC research on NZ maple syrup industry feasibility, MBC's new artist in residence Tanu Gago, the price of lost perspectives in NZ history, Anne-Marie Brady, Greg Newbold, Annick Masselot, and UC Council member Rosemary Banks.

An analysis of coverage in September 2018 (Broadcast, Internet, Print) found 779 items (560 items in same period last year). This coverage reached a cumulative audience of 13,450,130 and had an advertising space rate of \$1,899,091.

5.3.2 External Engagement

There were two September UC Connect public lectures; *Law without lawyers* was popular, based upon UC Law Professor John Hopkins' published work, as was *New Zealand's place in a changing world*, in which Deputy Secretary of Foreign Affairs and Trade Ben King discussed the current environment for international relations. Videos of UC Connect public lectures are available to view on the UC Connect YouTube channel. There are two more 2018 UC Connect lectures in October, with planning for 2019's public lecture series under way.

5.3.3 Stakeholder Relations

The final Community Meeting for 2018 was on 10 October. The next will be in February 2019.

5.4 Canterbury University Press

Rising from the Rubble: A health system's extraordinary response to the Canterbury earthquakes by Michael Ardagh and Joanne Deely was completed and printing is under way. A launch is being planned in association with the Canterbury District Health Board for late November.

Arthur Prior – A 'Young Progressive': Letters to Ursula Bethell and to Hugh Teague 1936–1941 Edited by Mike Grimshaw was completed and uploaded to the printer.

Living Among the Northland Māori: Diary of Father Antoine Garin, 1844 –1846 Translated and edited by Peter Tremewan and Giselle Larcombe has progressed to the indexing stage.

Editing continues on *From Gondwana to Ice Age: The geology of New Zealand over the last 100 million years* by Malcolm Laird and John Bradshaw

CUP is to publish the New Zealand edition of *When Running Made History* by Roger Robinson, originally published by Syracuse University Press. As an avid runner, journalist, and fan, Robinson documents the ways in which running has intersected with recent history. Pre-press work has begun, with a launch planned for February 2019.

5.5 Awards, media/reviews, and stakeholder engagement

Bonsai: Best small stories from Aotearoa New Zealand was launched by Morrin Rout at the WORD Christchurch festival on 2 September. *Bonsai* co-editor Michelle Elvy also held reading events to promote the book in Wellington, Auckland and Whangarei. *Bonsai* co-editor Frankie McMillan was interviewed on RNZ's Standing Room Only programme. Catherine Knight, author of *Beyond Manapouri: 50 years of environmental politics in New Zealand* (CUP, 2018), was invited to speak at two events, one hosted by Lincoln University at their seminar series and one by the Fabian Society. Catherine Knight's opinion piece derived from her findings in *Beyond Manapouri* was published in *The Press*. *Beyond Manapouri* was shortlisted for the 2018 Heritage Book Awards and Writing Competition. *The Long Dream of Waking: New perspectives on Len Lye* and *New China Eyewitness: Roger Duff, Rewi Alley and the art of museum diplomacy* (both CUP, 2017) were featured in *New Zealand Books Quarterly* Spring Issue. Paintings by Niuean born artist and writer John Puhiaata Pule, author of *The Bond of Time: An epic love poem* (CUP, 2014), are featured in the Royal Academy of Arts [Oceania](#) exhibition which runs 29 September-10 December, and *The Bond of Time* is being stocked by the exhibition bookshop.

5.6 Events and Partnerships

Events and Partnerships activity slowed as we head into the end of 2018. Ekea! Year 10 Pathways for Māori students and the Chancellor's Dinner will be held in November and the final recruitment event for 2018, UC Bound, will be held in early December.

The 2019 UC Events calendar is confirmed and planning has begun for Orientation Day, Careers Fairs, Open Day, Auckland Women in Leadership breakfast and an Auckland Careers Advisors Update Day. UC's partnerships will continue with the Crusaders and the Student Volunteer Army in 2019.

The UC Connect public lecture series concluded in October. The series attracted a total audience of around 2,500 (similar to 2017). The UC Connect public lecture series offers the community the opportunity to attend topical, interesting, educational lectures on a range of topics given by experts in their fields.

6. Alumni and UC Foundation

	Income	Distribution
2018 Target	\$10.5m	\$6.5m
2018 Year to Date	\$6.7m	\$5.5m
2018 Year to Date	681 donors	1,075 gifts

6.1 Alumni and Foundation

6.2 UCFA (US)

We held a teleconference with UCFA in September which included the acceptance of 2017 accounts. The Vice-Chancellor met with 27 alumni and donors in Seattle, LA and San Francisco to thank donors and cultivate additional gifts.

6.3 UK Trust

The UK annual appeal was mailed to UK alumni.

6.4 UCF

The Annual Appeal continued to receive donations, particularly from lapsed donors. The outbound calling campaign has not recruited sufficient interest from students to take place. This may be due to timing and will be reviewed.

6.5 Stewardship

A Scholarship Morning Tea event for November is being planned as well as the schedule for 2019.

6.6 Alumni

The Mt John Alumni trip in September had excellent weather for viewing the stars and was a great success. Our thanks go to the staff and volunteers of the Astronomy department who assisted with this. *Chronicle* was mailed to alumni, schools, staff and students.

The Alumni campaign proved engaging with alumni who have contacted us with their own stories. News has been sent to our 64,000 alumni. We are continuing to work with Engineering on a series of reunions and working with group of senior business alumni in Auckland on a series of alumni events for late 2018 and 2019 to encourage engagement in Auckland and generate leads for interns, guest speakers, mentors and sponsors for student challenges.

6.7 150th Anniversary of UC

Key stakeholder meetings are arranged for October/November. Draft materials for Endowed Research Fund are being developed with Communications.

7. ENABLERS

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

7.1 Infrastructure

Full details of works are contained in the Appendix.

7.2 Staff Matters

7.2.1 People matters

Negotiations with the TEU are ongoing. The Academic Promotions Round for 2018 is under way and the GSRR review commenced.

7.2.2 Health, Safety and Wellbeing

A workshop on 15 November involving staff from schools in Arts, Engineering and Science will consider how hazardous substances can best be delivered, handled and stored in order to comply with the updated Hazardous Substances and New Organisms regulations.

Staff and their spouses and partners are invited to a series of short talks about Financial Wellbeing in the afternoon of 20 November in the Engineering Core. Topics include wills, health insurance, income protection, planning for retirement, Kiwisaver and financial resilience. More details can be found in the news section of the HR Intranet.

8. Financial Outcomes: (Management Accounts to 30 September 2018)

September 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	279,058	268,281	10,777	358,865	379,775	20,910
Total Operating Expenditure	279,913	276,037	(3,876)	366,752	372,786	(6,034)
Net Surplus/(Deficit)	(855)	(7,756)	6,901	(7,887)	6,989	14,876
Net Surplus/(Deficit) as a % of Total Operating Income	-0.3%	(2.9%)		(2.2%)	1.8%	
Capital Expenditure	48,814	104,104	55,290	129,576	89,576	40,000
Cash/ Short Term Investments/ Short Term Government Stock	274,157	213,745	60,412	165,286	283,509	118,223
Working Capital	189,574	113,126	76,448	55,730	170,100	114,370

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

Actual Total Operating Income is favourable to budget as at September 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. 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 September 2018 of (\$7.756) million, but have returned an operating deficit of (\$0.855) million. This is a favourable variance to budget of \$6.901 million.

Capital expenditure is \$55.290 million below budget. \$17.882 million of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year to date budget of \$46.999 million. The remaining capital spend (excluding UC Futures), against budget, is favourable by \$26.173 million. Significant amounts are subject to 'Final Account' discussions with contractors.

The full year forecast operating surplus of \$6.989 million includes \$4 million of insurance settlement funds from EQC which have yet to be confirmed. Year to date actuals and full year forecast suggest UC is operating at around break even.

8.1 Cash Flow

The September 2018 cash position of \$274.157 million is higher than budget by \$60.412 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.

The forecast cash position includes the final \$50 million receivable from the Government under the Funding Agreement, received in October.

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

There are no specific additional MOE covenants, but the Funding Agreement with the Government sets out certain financial targets to be reported to the Governance Oversight Group (GOG) appointed under the Funding Agreement. The University's achievement for 2017 and forecasts for 2018 are within the ranges set.

8.2 Working Capital

Working capital¹ of \$189.574 million at 30 September 2018 is \$76.448 million more than budget, mostly due to the higher cash balance explained above.

9. COLLEGE SUMMARIES

9.1 College of Arts (Te Rāngai Toi Tangata)

The College is decanting from one of its three main buildings, James Logie, from the start of November, in preparation for remediation. This is a significant milestone for us in upgrading our facilities post-quake, which until now has been confined to the top three floors of Karl Popper.

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

Completion of Logie is due in mid-2019, at which point remediation will begin on Elsie Locke. The College Office will remain based on L4 of Karl Popper until the remediation of Locke is complete.

The College has begun developing proposals to modify its Master of Arts degree to allow for direct entry from the BA into a taught, 180-point version of the degree. This is in part a response to falling enrolments in Honours programmes, but also represents an opportunity to improve and update the degree so it is better placed to meet student needs, including options for research at doctoral level.

Recent scholarly, cultural and outreach activities in the College include talks or seminars on #MeToo (Rosie Overell – Otago), ‘Homeric Echoes in a WW1 Diary’ (Gary Morrison – Classics), Moral Disagreement (Stephen Stitch – Rutgers), an open studio exhibition in the School of Fine Arts, a performance of Stravinsky’s *A Soldier’s Tale* by the School of Music, and our co-hosting of the Latin America & Spanish Film Festival. For details of all events and activities please see our regular newsletter, Arts Update, available at the following link: <http://www.canterbury.ac.nz/arts/arts-news/archive/arts-update/>.

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

Business School colleagues are finalising the Self-Assessment Report (SAR) in support of our application for EFMD-EQUIS accreditation. This 150-page report evaluates the School’s current performance and future plans across governance and strategy, faculty, research, students, academic programmes, finance, internationalisation, corporate connectedness, ethics and sustainability. The accreditation review team will visit UC next year, 27-29 February. Assuming our application is successful, UC will become the fourth NZ Business School (with Auckland, VUW and Waikato universities) to have the ‘triple crown’ accreditation (AMBA, AACSB-International, EFMD-EQUIS), an important international quality benchmark.

Law School staff attended the Te Putairiki 25 years celebration dinner on Saturday 6 October. It was a fabulous night of kapa haka, mihi, merrymaking and speeches including by Professor Ursula Cheer and Supreme Court Judge Sir William Young. Singing ‘My Bonnie Lies over the Ocean’ using the Māori alphabet was a highlight, as was the speech by former Dean, Richard Scragg, who then faced down a mighty haka in his honour. It was great to catch up with Te Putairiki alumni from as far back as 1996.

The first three-day UCE Impact Summit was a huge success. The first two days consisted of the ‘Social Enterprise Challenge’ in partnership with the Christchurch City Council. 50 students from around the country competed and the judges were so impressed that the top teams have been asked to present their ideas to Councillors later in the year. The following day was the ‘Day One Summit’ which saw 240+ attendees from around the country come to campus to engage with each other and an impressive group of speakers and workshop facilitators. Speakers included Commonwealth Young Person of the Year Usman Iftikhar and New Zealand’s youngest MP, Chlöe Swarbrick. Day One has been pencilled to run again on 21 September 2019.

Congratulations to Dr Christian Riffel, UC Law School, who has been officially invested as Honorary Consul of Germany for the South Island. Congratulations also to the following colleagues, who were recognised in this year’s UCSA Awards: Heather Couch (LAWS), administrator of the year; Simon Dorset (LAWS) superstar of the year; Philip Gunby (ECON), Lecturer Most Able To Sympathise With Utterly Lost Students While Somehow Continuing To Baffle And Confuse Them With Basic Algebra Award; and Steve Agnew (ECON), recipient of three awards, Lecturer of the Year, Great Character of the year, and Best Technology Tantrum Award.

9.3 College of Engineering (Te Rāngai Pūkaha)

We are moving ahead with our bids to the TEC for new senior academics to come to UC, funded under the TEC's new Entrepreneurial Universities (EU) scheme. We have interviewed some very interesting global candidates, and staff in the HITLab are preparing their final case to the TEC where they are asked to approve these particular individuals as qualifying under the requirements of the new scheme (i.e. they have a proven history of being entrepreneurial). We are also actively recruiting, led by CSSE, for the other EU programme we have had approved in principle by the TEC.

Three staff attended a St John Mental Health First Aid Course in October to assess its content with a view to encouraging others in the College to attend if it is appropriate. The aim is to have a critical mass of trained mental health first aiders in the College as part of our ongoing Mental Health and Wellbeing in the Workplace project

All 60 students who were offered a place at our residential week for female school students in Year 12, who are interested in engineering, called WiE CAN 2019, have accepted the offer. We had over 250 applicants and it was very difficult deciding who should attend. We have plans to continue to engage with the 200 or so students who were unsuccessful.

Planning for our first-year mentoring programme, ENG ME! 2019, has started. The main aim for the following year is to move from an academic-led programme to a student-led programme. More students, whether from the advisory board, student societies or previous mentors, were involved in advertising the role and recruiting the mentors.

Finally, as PVC, I would like to acknowledge the many people involved in getting material ready for accreditation, meeting panels, and those that will be involved in future work based on feedback. It's a huge undertaking, and one we know we have to commit to, but I am aware that it is an extra project to be done by people who are already very busy. A highlight in the verbal feedback from the panel was the strong emphasis on the pride that students, alumni and industry clearly demonstrated in being taught by us or connected with us.

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

No update provided.

9.5 College of Science (Te Rāngai Pūtaiao)

Nothing to report this month

10. Conclusion:

I am into my final 100 days as Vice-Chancellor, a position I feel privileged to have held for nearly a decade. Sustaining momentum and maintaining the trajectory of our four transformation projects – the Graduate Profile, the Student First Programme, the built environment, IT infrastructure and pedagogy investments, and Organisational Culture Development remains my focus, along with promoting the Kia Tōpū strategy and exploring the potential for a partnership with Lincoln University. Our incoming Vice-Chancellor, Professor Cheryl de La Rey, has advised she will join us in early February 2019. All Colleges and Service Groups have completed Operational Plans for the coming year which inform the 2019 Budget, which will be the subject of a Council workshop in October, review by Finance, Planning and Resources Committee of Council and Council approval in November.

11. Appendix 1: Building Update

Overall

- **Ernest Rutherford** A programme over the summer break to close out larger defects by Fletchers (includes laminate panels and floor repairs) is in planning stage.
- **CETF** outstanding works and defect rectification is progressively being delivered by the UC Project Team. Full and final settlement with the receiver has been reached.
- **Rehua** approaches completion but Hawkins are continuing to experience programme slippage with the UC Project and Consultant Teams providing as much support as possible to assist in coordination and mitigation strategies to protect occupation date of the building by the first week of December.
- **UCSA Building** has experienced some delivery challenges and a reset programme is targeting practical completion in July 2019. Glazing has been installed, roofing and cladding works continue.
- Work is continuing safely on all sites with no major injuries again reported for the last period.

Campus Construction Safety Group

All site teams continue to demonstrate good H&S practice and respond well to internal and independent H&S Auditing practices. The Round Table initiative to collectively undertake one construction H&S review prior to each meeting is being received well by the group with all major construction sites having now been visited during 2018. During the final quarter of the year a major incident exercise will be undertaken with all contractors to review and measure how each react and understand UC policy/requirements in such circumstances.

Current Building Status – Key Progress this Month:

Rutherford Regional Science and Innovation Centre (RRSIC)

RRSIC Stage 1 – Ernest Rutherford Building

Fletchers continued to make good progress in undertaking defect rectification and finishing incomplete works. A work schedule for any remaining outstanding works has been requested from Fletchers to be undertaken during the summer break where the remaining defects should mostly be completed with least impact on UC business continuity. These works will include re-installation of laminate panels and timber tabletops and the repair of the Atrium floor. Establishment of research continues to be phased into the building, with focus currently on completing design of the Cryogenics and completing the PC2 spaces on levels 4 and 5 being fit for purpose.

RRSIC Stage 2 – Beatrice Tinsley Building

Subsequent to the façade passing the factory tests, building consent has now been issued by the Council. Work is progressing on readying the building for the façade, and temporary weather proofing to enable internal partitions to be installed is underway.

Canterbury Engineering the Future (CETF)

A full and final settlement has now been reached with the Receiver. UC will continue to progress the completion of the project directly with sub-contractors. The main focus through October is continuing to implement this work in consultation with the College to minimise disruption and to target their operational priorities. Some difficulties have been experienced with a major subcontractor in meeting their contractual commitment and is being escalated at the Project Executive level. Commissioning of the Fire Lab is under way.

Relocation of the College of Education Health and Human Development and part of the College of Business & Law – Rehua (NEB)

Subcontractor resource levels at the end September were averaging 100 workers onsite per day. The level of workers is reducing as major work areas are completed.

Despite submitted programmes from Hawkins suggesting early completion, it is now planned that operational occupation via a Certificate of Public Use will take place by 12 November in preparation for teaching in mid-January 2019. New FF&E installation will commence 12 November and Dovedale decant will commence 4 November. A blessing ceremony is planned for 6 December.

Scaffolding has been removed from the building exterior except for minor works in progress on Gridline E above the Atrium. The external facade is a diminishing quality risk and the consultants are aligned with Hawkins about the requirements for Consultant PS4 signoff. UC appointed an independent QA consultant to work in the Hawkins site office to ensure that there are no surprises in the final weeks leading up to CPU in mid-November. Façade defects are reducing at an acceptable rate.

Basement external waterproofing works have commenced. Scope and quality of intumescent (fire retarding) paint finishes has been an ongoing major issue, however, remedial work to close out this issue is finally nearing completion. Fitout on Levels 2-7 is largely complete except for isolated minor works and defecting. Level 0-1 works are progressing well. Café consent documents are being progressed.

Other Buildings/ Projects

UCSA

PCG endorsed the reset programme developed by the Project Team and the revised Practical Completion date is 9 July 2019. As part of the reset programme exercise a financial risk assessment established that additional funding will be required to complete the project. A paper is being prepared to be submitted for review and approval by Council.

Onsite, superstructure works are almost complete with only some minor secondary structural steel members remaining. The external envelope continues to progress with roof works and cladding continuing and nearing completion. Civil works are ongoing and works will soon commence on clearance of the wider site in preparation for above-ground civil works.

Logie and Locke refurbishment

Work by the programming consultant and quantity surveyor has been undertaken to confirm the construction programme and associated costs. The option to carry out the work in two phases, building by building, Logie followed by Locke, is agreed and the College has made arrangements to vacate the Logie building by early November.

The works are out to market, with five preferred contractors invited to tender. The site will be available to the successful tenderer from late November 2018. The forecast completion date for the entire project is February 2020.

School of Product Design space for growth

The business case to increase facilities for the School of Product Design was approved, the appointment of a design team and contractor are in progress with works planned to take place over the summer break, and facilities ready for use in Semester 1 2019.

Connon Hall Seismic Strengthening

The design team have undertaken the detailed design for the Connon Hall strengthening works in the 2018/2019 summer break. Specialist concrete contractors familiar with the required strengthening works have been identified and references sought for the purpose of being named within tender documentation, which will be released in October 2018.

Warehouse Lecture Theatre and Sports Lab Project

Works to the K1 Lecture Theatre and sports facilities are complete. Design is under way to create a safe pedestrian route to the new facility from Ilam across University Drive, with works to be completed over the summer break.

Garden Hall – Hall of Residence

Preliminary design has been completed, and the implementation business case is being developed for submission to Council in November. The fixed price lump sum offer is targeted for 19 November and will be evaluated once received to ensure it is compliant with all UC requirements. Once the FPLS is received the contract will be issued to Campus Living Villages under the ROFO with 30 working days for them to respond. On that basis the actual execution of the design and build contract is not expected until late January 2019. Initial pile testing is being undertaken onsite to de-risk the design and hopefully enable a reduced substructure price. Design works are under way to develop a master plan for Homestead Lane with the intention that a section of this revised road design, with a specific focus on safety, shared use and access, is delivered with the new facility.

Communication Disorders relocation

The project is delayed as the specialist acoustic booths delivery has been impacted by the recent typhoon in the Pacific, final completion due in late January 2019. Decant planning will start over the coming months to align with the summer break.

Projects in planning this month include:

- College of Business and Law growth/accommodation planning.
- Recreation Centre Business Case

11.1 Appendix 2: Upcoming Events Calendar

Event calendar: www.canterbury.ac.nz/events

Date	Event name	Key goal
Wednesday 7 November	Ekea! Year 10 UC Pathways for Māori	Recruit
Wednesday 7 November	Canterbury Club Speaker Series: Peter Field	Engage
Wednesday 7 and Thursday 8 November	MARS Spectral CT Workshop	Conference
Thursday 8 and Friday 9 November	South Island Social Science Postgraduate Symposium	Conference
Friday 9 November	Chancellor's Dinner	Engage
Friday 30 November	Careers Advisors and International Directors Breakfast	Recruit
Tuesday 27 November	JSCE-NZ Joint Symposium on Earthquake and Geotechnical Engineering: toward next generation of ISO23469	Conference
Wednesday 28 - Friday 30 November	Talk Teaching 2018	Conference
Thursday 29 and Friday 30 November	Learning Legacies Symposium	Conference
Wednesday 5 December	UC Bound Terea tō waka Christchurch	Recruit
5 - 7 December	2018 Biennial Conference of the Development Studies Network of Aotearoa New Zealand (DEVNET)	Conference
Wednesday 12 December	Graduation: College of Education, Health, and Human Development	Engage
Wednesday 19 December	Graduation: Colleges of Engineering and Arts	Engage
Wednesday 19 December	Graduation: College of Business and Law	Engage
Friday 21 December	Graduation: College of Science	Engage
Friday 21 December	Graduation: College of Education, Health, and Human Development	Engage

11.2 Appendix 3: VC Activities

Past	
25 September 2018	<ul style="list-style-type: none"> • Met with Guangdong University
26 September 2018	<ul style="list-style-type: none"> • Spoke at UCSA Forum
27 September 2018	<ul style="list-style-type: none"> • Spoke at Deloitte CEO Forum over Breakfast – launch of their Human Capital Trends Report
28 September 2018	<ul style="list-style-type: none"> • Spoke at 2018 Staff of the Year Awards
3 October 2018	<ul style="list-style-type: none"> • Met with Megan Woods on campus prior UC Pols Lecture • Spoke at Innovation Jumpstart 2018 Awards
4 October 2018	<ul style="list-style-type: none"> • Spoke at Entre Event
5 October 2018	<ul style="list-style-type: none"> • Met with Sir Bob Parker on campus • Spoke at Supreme Club Awards Evening
10 October 2018	<ul style="list-style-type: none"> • Spoke at Community Meeting
11 October 2018	<ul style="list-style-type: none"> • Attended a Universities NZ meeting in Wellington for all VCs of NZ universities
26 October 2018	<ul style="list-style-type: none"> • Attended Institute of Directors Duncan Cotterill breakfast • Hosted UCSA Exec Dinner
Future	
1 November 2018	<ul style="list-style-type: none"> • Attending Friends of UCSA end of year Function
9 November 2018	<ul style="list-style-type: none"> • Attending 2018 Chancellor's Dinner
13 November 2018	<ul style="list-style-type: none"> • Attending GRI Board Meeting
23 November 2018	<ul style="list-style-type: none"> • Chairing UNZ Committee on International Programmes

11.3 Appendix 4: Enrolment Table

	Headcount						EFTS						
	Applications to Enrol						Full Year Enrolled						
	ATE Enrolment Week: 3 (13/10/2018)						Actual	Actual	Actual	Actual	Actual	Forecast (as at September)	Budget
	2014	2015	2016	2017	2018	2019	2013	2014	2015	2016	2017	2018	2018
Domestic 1st Year	986	1,448	2,431	2,683	2,402	3,080	2,886	2,922	2,974	3,254	3,262		
Returning	849	747	773	963	920	1,279	8,495	8,245	8,079	8,104	8,409		
Total	<u>1,835</u>	<u>2,195</u>	<u>3,204</u>	<u>3,646</u>	<u>3,322</u>	<u>4,359</u>	<u>11,381</u>	<u>11,167</u>	<u>11,053</u>	<u>11,358</u>	<u>11,671</u>	<u>12,362</u>	<u>12,277</u>
International 1st Year	1,289	1,583	1,784	2,230	2,178	2,875	304	336	445	607	744		
Returning	67	37	37	56	60	69	495	439	434	527	674		
Total	<u>1,356</u>	<u>1,620</u>	<u>1,821</u>	<u>2,286</u>	<u>2,238</u>	<u>2,944</u>	<u>799</u>	<u>775</u>	<u>878</u>	<u>1,134</u>	<u>1,418</u>	<u>1,719</u>	<u>1,529</u>
							-	-	-	-	-	-	
Total	3,191	3,815	5,025	5,932	5,560	7,303	12,180	11,943	11,931	12,492	13,089	14,081	13,805