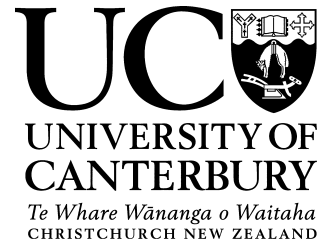


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**VICE-CHANCELLOR'S REPORT TO
UNIVERSITY OF CANTERBURY COUNCIL SEPTEMBER 2017**

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1. INTRODUCTION

It is now clear that UC is moving from a focus on recovery from the effects of the earthquakes to a focus on transformation and managing growth. 2018 is the 'change over' year when the cushion provided by interest on capital committed to buildings falls away and Crown funding to support lower student numbers and under-delivery of teaching is in the last year. Achieving a budget for 2018 which is consistent with a forecast that in 2019 will see revenue from business as usual activities cover the cost of business as usual is a challenge, but in my view feasible.

UC now surpasses pre-2010 levels of activity in a number of areas including research income, postgraduate student numbers, enrolments in engineering, full-fee paying international students, doctoral students, philanthropic support, students from Auckland, and students in Halls of Residence, to name a few.

The development of the Graduate Profile and graduate attributes is taking hold – attracting a different type of student and in time leading to a different type of graduate. In the next six months we will complete the largest building programme in the history of the University since the move to Ilam. While we may not be there yet, we are definitely making a difference.

2. STRATEGIC MATTERS

2.1 UC Futures

The UC Futures Kia Mua programme is partly funded from a government grant of up to \$260m agreed through our Crown Funding Agreement, signed in September 2014. This agreement includes key milestones and targets which UC has agreed to meet. The Government has so far provided UC with \$210m less a recovery of \$8 million on UC's insurance settlement. These funds have been used in three main construction projects (CETF, RRSIC, Rehua). The Treasury and the Tertiary Education Commission require that with Government investments of this size, there is external review of the quality and benefits of the investment. To meet this requirement, UC has commissioned Deloitte and KPMG to undertake a series of Independent Quality Assurance Reviews. These are designed to meet both Treasury and TEC requirements.

This programme of review began with the business cases for investment in each large construction project and reaches its peak in 2017 and 2018, when the buildings are being completed. The RRSIC Stage One pre-opening review has started to check on whether plans are fully developed for construction to be completed by the end of October. The current IQA programme finishes with the last building completion, RRSIC Stage Two, in 2019.

The Governance Oversight Group (GOG) meets quarterly to review progress and approve or recommend approval to Ministers of changes in milestones (dates) and targets (numbers). The most recent report to Ministers is supportive of progress to date and the University's oversight of the UC Futures Kia Mua Programme.

2.2 Rutherford Regional Science and Innovation Centre (RRSIC)

RRSIC Stage One building commissioning is going well, with pre-commissioning and commissioning testing recovering some lost ground. Commissioning is about 45% complete at this stage, 10 percentage points above last month's report. Commissioning this building means testing all the building's numerous systems such as the heating and air-conditioning; the gas articulation and vacuum systems; the water and drainage systems; the IT wiring; the lighting; and the fume hood and extraction systems. Overall the commissioning is expected to take 39 weeks from start to finish. Many tasks within this part of the work run in parallel with construction, and runs right up until the building is complete.

Commissioning this building is so complex that UC has appointed an Independent Commissioning Agent (ICA) to provide design review, verify proper installation, operation, and performance of the systems and equipment installed, the review of contractors' commissioning plans and recommendations for improvement, the overview of all commissioning and testing, ensuring that commissioning is consistent with the Green Star Credit "Man-2 Commissioning Clauses" to achieve a Five Star Green Star Design rating equivalent under the Green Star New Zealand - Education 2009 tool – although formal application for the rating will not be made at this stage.

Dominion Constructors continues work to complete the 'soft strip out' of the von Haast building and to remove asbestos. Significantly more asbestos has been found in the building than was anticipated and this is likely to impact both the schedule and demolition cost.

2.3 Canterbury Engineering the Future (CETF)

The project team has indicated the final wings of this large project, the Mechanical Engineering Wing and the Civil and Natural Resources Engineering wing, will be completed by the end of October. The College of Engineering will then progressively occupy the new wings and get them ready for teaching in the New Year. UC continues to monitor the quality of the work on these wings to ensure that pressure to complete on time does not compromise the quality of the construction. The Chancellor's dinner, sponsored by Lane Neave, celebrating the completion of the CETF project, will be held in the Engineering Core on 10 November 2017.

2.4 Rehua completion and commissioning

The construction of this building continues to lag behind the original milestones, and UC is putting pressure on the contractor to increase the number of people on the site to complete the building safely, to a high quality and by the end of the year. The College of Education, Health and Human Development and the College of Business and Law are working to prepare for a later occupation date, if that eventuates. This means that 2018 timetables, to be published shortly, will not show activity in the building. Should the contractor meet its contractual deadlines, the building will be occupied progressively.

Installation of the terracotta façade is ongoing, the first move away from cement or concrete panels and beams on the Ilam Campus. This terracotta façade will also be used on the von Haast replacement building that is RRSIC Stage Two which will be named for Beatrice Tinsley.

2.5 Graduate Attributes

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

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

Curriculum mapping is the main focus of the current work on implementing the UC wide graduate attributes. This involves cross matching the framework requirements for each attribute against the curriculum for each course to identify which elements of the skills and knowledge needed for the attributes are already included in our current courses (and therefore degrees). This important exercise will inform where UC needs to focus new curriculum development and where students are already well on the way to achieving the UC graduate profile. Mapping is planned to be complete by December of this year for all the undergraduate degrees. The professional degrees are already largely complete.

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.

UC students have had extensive opportunity over the past month and in the coming weeks to engage in innovative and enterprising experiences. Recent activities through the University Centre for Entrepreneurship (UCE) involving students across Colleges include the Business Case Competition, the UCE Kathmandu NZ Social Enterprise Challenge, and a one-day intensive boot camp. In addition, the UC Innovators Summer Start-Up Scholarships are being offered in conjunction with the Summer Startup Programme for students wishing to work on their commercial or social enterprise over the summer.

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.

Te Wiki o te Reo Māori (Maori Language Week) was an opportunity for staff and students to embrace te reo and build on bicultural competence and confidence. A range of activities happened across campus for students and staff. UC Te Reo Resource packs were available for staff and students and there were interactive displays and activities throughout the week. Colleges are continuing to examine ways of enhancing bicultural competence and confidence in their courses and many are looking to re-map the courses to reflect the enhancements in the attributes. The School of Business, in the College of Business and Law, is in the second term of its newly-offered Culture and Business course. Recent and unsolicited feedback from Engineering students shows that they are enjoying this aspect of their engineering education at UC.

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.

Students have the opportunity to extend the notion of Community Engagement in the context of being globally aware by linking with Rice University in Houston and Universities in Florida to look at the Student Volunteer Army model and the CHCH 101 model in the wake of the recent hurricanes. As the Community Engagement attribute is currently being mapped across programmes of study, course co-ordinators are identifying areas where students are engaging with the community relative to their discipline and highlighting that to students.

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 UC Global Experience Hub continues to run workshops to support UC students going on exchange. Likewise the UC Global Experience Hub, Community Engagement Hub, UCE, and International Relationships Office have worked together to host eighteen students from Oxford University and students from several universities in China.

2.6 International Growth Strategy

UC continues to be an attractive destination for Study Abroad students, largely from US universities, where it is either considered best practice or is compulsory for students to experience studying away from the US. These students have a large number of destinations to choose from, and New Zealand is an attractive destination as a place with an English speaking Western style education system.

2.7 International Partnerships

The 14 UC students to go to Peking University in November-December have been selected. This was a very competitive process, with 104 applications received. Peking University has recently climbed to 27th equal in the Times Higher Education World University Rankings (THE) 2018, making it the highest ranked Chinese University.

2.8 Study Abroad and UC Exchange

In August the Mobility team hosted a group of nine US Study Abroad advisors and providers for a familiarisation visit. The group spent time on campus, with a particular focus on exploring the experiential learning opportunities on offer to Study Abroad students at UC. The Mobility team also attended the NZIEC conference in Auckland the same week, at which the US delegation were guests and the US the country of honour. Further visits hosted in August included a two-day visit from new partner Hampshire College in Massachusetts and a site visit from Wheaton College.

Fall recruitment travel in the US is set to begin in early September and will include fairs and visits at UC partner institutions, as well as attendance at the IIE summit. The team is also beginning to work with incoming Study Abroad and Exchange applications for February 2018, and is in the process of selecting outbound exchange nominees for Semester Two 2018.

2.9 Recruitment

IRO recruitment staff attended Education New Zealand marketing fairs and agent recruitment events in Malaysia, Singapore, India, Korea and the Philippines in August.

The Director International Growth Strategies, Associate Director, and the IRO China, India, Korea/Japan recruitment staff attended the annual Education New Zealand Conference held in Auckland on 22-23 August. College of Business and Law and IRO staff took the opportunity to meet with Auckland agents following the conference.

2.10 Pre-assessment

IRO's Conversion Management Team processed about 370 applications during August.

The agents continue to use UCLink portal to submit applications ensuring a quick turnaround time. About 30 applications were received in August. A new high conversion agent, Raven Trading, has been moved to the portal recently. The agent will be given adequate training by UC's visiting staff in mid-September, after which they will be expected to submit applications via the portal.

On request, no further applications for EDP's October intake are being processed. The team is now focussed on processing and converting applications received for 2018 intakes. By the end of September the team should be at its full potential with turnaround times of 48-72 hours.

Also, 114 applications made by students from African countries with low conversion ability have been removed from the pipeline. These are being managed by Hobsons to confirm their feasibility to convert.

3. CHALLENGE

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

3.1 Marketing

Social media activity continues to be high with good engagement across Facebook, Instagram and Twitter. Student takeovers, Promotions with Halls of Residence and promotions with student clubs have driven growth. The Online WCMS phase III project continues with the College of Business and Law the current focus Google AdWords has experienced good growth as have video views and banner advertising response. Total online results (clicks, likes and video views) are up 97% year-on-year.

A Mature Market campaign utilising newspaper and online marketing is in market within the local catchment area. A Facebook and banner advertising campaign has been in the Australian market targeting New Zealand-born residents. There have been over 8,000 unique visitors to the website but relatively modest further inquiries at this stage. An accommodation online campaign is in market to emphasise application dates. Campaigns are being developed for Summer School, the College of Arts and the School of Law.

Development of specific 'brand stories' for the College of Education, Health and Human Development, the College of Engineering and the School of Law are progressing well. This has involved interviews with students, staff and alumni. A suite of videos will be implemented progressively over the year.

The Postgraduate prospectus and Enrolment Guide are being developed for launch in late September.

3.2 Liaison

The Senior Engagement Coordinator (Liaison) continued to meet with Auckland secondary school International Directors and also accompanied the Vice-Chancellor to his annual meetings with local principals. The Pro-Vice Chancellor of the College of Education, Health and Human Development also attended some of the local visits. Sixty local academically gifted secondary school students were hosted on campus with the assistance of Mechanical Engineering and the School of Law as part of the Future Problem Solving curriculum.

3.3 Admissions

The new Easy Enrolments (Early Release) went live on 1 August. This new online application for teaching removed what was previously a manual application process. Admissions Officers have been working through the assessment of the 151 new applications received during August.

The Admissions Team has identified key lessons learned from the Early Release, and have been involved in workshops with the College of Education, Health and Human Development and Student First Teams to develop a summary of findings which will be used to inform future delivery plans.

A reduction in incomplete applications and greater clarity for recruiters and agents on entry requirements from key markets has helped the Admissions Team to ensure all applications are being dealt with promptly. Currently only a handful of applications (12) are being progressed by Admissions Officers and these are being cleared daily. We anticipate this will change very soon as applications flow in for 2018 enrolment.

3.4 Contact Centre and Enrolment

The Contact Centre has employed four additional casual staff members for the peak October-March period. Training will commence with an induction on 20 September.

Shared Services has organised “Spring into Action” which will launch in September as a wellness initiative for staff. The focus is on the five winning ways to wellbeing: to connect; to be active; to take notice, to keep learning; and to give. This empowers staff to be the change within their own teams and create opportunities for meaningful engagement in the wider community through participation in health and wellness initiatives.

Support of staff wellbeing was highlighted when the initiative was a winner in the 2017 Vice-Chancellor’s Health and Safety Awards.

3.5 Scholarships

Twenty eight school leaver scholarships closed on 15 August with 2,136 individuals applying for at least one scholarship – in total 6,179 applications were submitted. The objective to ensure scholarship offers are made to prospective students at the same time as accommodation offers is progressing ahead of plan.

The October UC Master’s and Doctoral scholarships and other postgraduate scholarships opened this month.

The Scholarships Office hosted the Universities New Zealand Scholarships Manager, Jon Winnall, and the Scholarships and Projects Advisor, Darren Reddiex, on 9 August and discussed the processing of Universities New Zealand scholarships. It was noted that Universities New Zealand and the UC Scholarship Office have a very good relationship.

The Team Leader Scholarships attended the annual national meeting of tertiary scholarship providers which was held in conjunction with the New Zealand Deans and Directors of Graduate Studies annual meeting. It was agreed the University of Canterbury and Lincoln University will host this meeting in 2018.

3.6 Accommodation

The accommodation application process opened on 1 August with a \$100 application fee implemented for the first time. The application numbers are down on 2016 at 1,377 compared to 1,466, but up on 2015 numbers of 1,285. This was expected as students will consider their options more carefully and are less likely to apply to multiple Universities if required to pay non-refundable application fees. We expect a higher number of students committed to UC at the end of the process, providing much greater efficiency in application processing and greater certainty on numbers.

Affiliated housing (houses we own or hold head leases over) is at 96% occupancy with only three rooms vacant. The number of inquiries for the Executive Development Programmes (EDP) starting in October is increasing daily.

A new flexible Postgraduate accommodation contract is being offered by CLV to cover the course length of the Taught Masters’ programmes, which should increase the number of these students living on campus.

The Dovedale One development of new student accommodation (90 beds) is on schedule with a show home to be completed by the first week of October, for marketing purposes.

3.7 UC RecCentre

3.7.1 Visits

August has seen 30,787 turnstile visits, the third biggest month this year, beaten only by March and May which both saw more than 32,500 visits. If attendance stays on trend, higher numbers are expected in September, with a slight easing from October onwards as the academic year concludes.

3.7.2 Memberships

As at 31 August, the RecCentre has about 7,770 student members (91.7% of members) and has seen a growth in non-student type memberships to about 650, with the largest increase coming in alumni memberships.

New Technology to improve service and experience is being trialled, as is new Technogym cardio equipment, which is supported by My Wellness, a complimentary cloud based wellness app. The 10-year equipment replacement plan includes a move toward Technogym weights and cardio to provide better engagement with students.

UC Information Technology Services is assisting with an update of membership software, with the software provider. This should provide more online capability, automate membership processing, and also allow provision of online booking in the future.

3.8 UC Sport

Work to consolidate UC Sport's strategic vision continues, with a draft plan being submitted for further refinement. UC Sport is also collaborating with Go Canterbury to promote UC via sport, through the Sports Academy and associated programmes.

Sport Competitions are under way for Semester Two with more than 90 teams competing in social sport events. August saw three Inter-Hall Sport events hotly contested with College House and Uni Hall now jointly leading the competition.

3.9 Student Success

3.9.1 Student Care Service

During August Student Care had 293 student engagements, bringing the year-to-date total to 2,372 student engagements. In addition, during August the team managed:

- Ongoing staff enquiries about particular students for whom they need guidance/advice.
- Prospective enquiries – two to three enquiries per week from prospective (mostly international) students for information. Students were re-directed to the right service as necessary.
- Academic Progress Review, including 200 phone calls/follow ups.
- Six International Student Welfare Fund (ISWF) applications and assessments.

Student Care Service completed all New Zealand scholarship-related reports and requests while supporting key transition needs of new international students. The team continues to engage with the wider UC community and contribute to the International Student Experience and Retention Group. The new Student Care Manager started in the role during August.

Highlights of this month include supporting and advocating for a number of Emerging Leaders Development Programme students and resolving their visa issues successfully, a trip to Hanmer

Springs with New Zealand Scholarship students, and implementing the first meeting for 60 Language and Cultural Experience (LACE) and MGMT228 students.

3.10 Pacific Development

3.10.1 Retention

August marked the first month that the Pasifika Development Team (PDT) recorded its case notes on the UC CareerHub system. Careers Hub is far superior to the JADE tool that was being used and the move has increased productivity. Case notes now take half the time they used to, and much of CareerHub's other functionality is more student friendly.

The Academic Progress Review has been the biggest focus during the term break, with advisors using this as a chance to follow up on all those who received warning and advice letters from Semester One. The goal is to ensure these students do not end up on the faculty exclusion lists at the end of Semester Two.

The 'Old Skool Dinners' project had its third event for the year, and attendance and feedback indicate that these events should be continued in 2018, with many students noting it is the only occasion they have where they feel they are being specifically cared for as mature/adult students.

3.10.2 Recruitment

The Jandals 3 Fiafia night event saw 130+ Pasifika students and community visit the UC College of Education Health and Human Development, which marks one of the biggest Pasifika outreach opportunities the College has each year.

3.10.3 UC Pasifika Strategy

A progress report against the goals of the UC Pasifika Strategy demonstrate that UC has made good progress to date and have met many of its Key Performance Indicators (KPI) targets. The overall target of increasing Pasifika staff from 20 in 2013 to 25 in 2018 has been comfortably met with the total Pasifika staff headcount standing at 36 in August. Our student recruitment targets have also been consistently met over the past three years. An area of concern is the declining numbers of International Pasifika student enrolments, largely attributed to students on NZ AID scholarships being directed to AUT, where academic programmes may be seen as less demanding.

3.10.4 Ako Research Project

This project is due to end in March 2018 and has been an influential in progressing Pasifika strategy goals.

The Project Lead Project Coordinators were delighted to have received a Vice-Chancellor's award that will allow them to attend the ISANA/ANZSSA conference in Australia. They will be delivering a workshop that will unpack the Pasifika Resource Kit that emerged from these Ako research projects and showcasing how this has been implemented within both UC and Ara Institute campuses.

Currently the project is looking at setting up a Pasifika Learn site with resources for staff to access. The project is also currently reviewing and reprinting current hard copy resources that are made available for participants at professional development sessions.

3.10.5 Full day Pasifika Professional Development

PDT and Human Resources have agreed to add a programme in their Professional Development (PD) offerings to all UC staff for 2018. The programme will be a full day Pasifika-focused session and will cover topics such as *Understanding Pasifika Perspectives*, *Effective Engagement with Pasifika students*, *Historical*

Connections, Exploring Multiple Pasifika Identities in a Bi-cultural Space, and other relevant topics. These two full days will be offered at the end of April and the end of October 2018.

3.11 Student Experience

3.11.1 Emerging Leaders Development Programme (ELDP)

The second ELDP workshop of 2017 welcomed the team from Thankyou, an NGO that takes a holistic approach to combating poverty around the world. Thankyou channels 100% of its profits from bottled water sales into funding for safe drinking water, food, hygiene and sanitation initiatives. The presentation prompted students' thinking about how they could make a difference using the skills and resources they have. This informed the planning of ten community service projects which will run over the coming weeks. Other social events and team building opportunities during August included a quiz night and team dinners led by the Executive.

3.11.2 UniLife

The UniLife programme received 16 new registrations in August, bringing the number of students enrolled in the programme to 198. UniLife students' attendance at events was tracked throughout Semester One to measure engagement levels with the programme. Post event analysis suggests that students attending more events are more likely to achieve a good academic pass rate.

Four UniLife events were held in August. A guide to flatting prepared and presented by Go Canterbury Student Leaders was delivered during a pizza dinner. The Community Award students worked with UniLife Student Leaders to organise a Community Soup kitchen and spent a day making soup and set up a free soup stall at three campus libraries that fed 300 students in one evening. The final event for Term Three was 'breakfast for dinner' followed by a film screening. A special Co-curricular Record (CCR) session was run to help UniLife Leaders with the CCR claim submission process. Leaders talked about the graduate attributes and work readiness skills as well as how to use the reflective process to think about their experiences of being UniLife Leaders in 2017.

3.11.3 Post-graduate Research Student Orientation

Ten students – two New Zealanders and eight international students from six different countries including Asia, the Middle East and the United Kingdom attended the August Research Student Orientation. All were encouraged to embrace New Zealand's bicultural context and opportunities. Eight of the ten were enrolled in a PhD and two in research Masters. All regarded the session favourably, especially meeting staff from the service units. Of special note was this comment from a North Island Māori PhD student, "Awesome to hear Te Reo Māori and bilingual framework".

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

Academic Services support for qualification and course quality assurance at this point in our annual cycle moves into a role of supporting the following activities: CUAP Round Two Reviews, including our own submissions; Graduating Year Reviews, including peer review of those from other institutions; and gearing up of UC course development for eventual CUAP submission in 2018. The Group is also planning evolutionary changes to the UC development process in order to respond to changes being introduced by CUAP in 2018, a desire to bring forward the development of financial cases in the process for both planning and communication to Senior Management and Council, and as always, methods to streamline processes. The Group continues to provide support for the development of the next Learning and Teaching Strategy, and there is good engagement within Colleges and Service Units on this topic. Similarly, initiatives to support teaching portfolios and continuing academic professional development will be progressed.

Work in the area of institutional research is progressing. Data gathering for the Postgraduate Student Experience Survey is about to close with an impressive response rate of 55% to date. The annual Graduate Destinations Survey will commence in early October, and the usual end-of-year course surveying will be initiated later in the year. The new system for student evaluation of teaching continues to be effective with high response rates, and we continue to strongly encourage academic staff to feed back these results to students. Finally, work is under way to develop a long-term solution to our institutional surveying needs.

As the end of year approaches, staff and students will be working towards the final examinations, and includes an academic progression process that occurs at the end of the examination period. Finally, high-level planning for 2019 is being finalised, which includes a schedule for staff and students around examination processes, marking, progression meetings and course selection for the next study period.

Summer School enrolments for summer 2018 are now open, a process managed by Academic Services. The Group is also supporting the Admissions Team with changes related primarily to Student First's Easy Enrolment project and changes to some AES processes and to Provisional Admission.

4.1.2 Timetabling

Timetabling for 2018 is progressing, and the team is on track to reach our target of a released or "public" timetable in the first week of October, to coincide with enrolments opening. Uncertainties in building availability has meant that the 2018 timetable will assume the College of Education, Health and Human Development will remain on the Dovedale campus for Semester One.

The Timetabling manager and coordinator recently attended a conference with our software supplier JDR Software regarding the student allocation tool (Allocate +), and this will provide additional benefits for the academic and administrative staff.

At its September meeting, the Academic Board discussed the requirement (especially in flat-floored teaching spaces 20-40 in size and large lecture theatres with >240 capacity) for an extension to teaching hours for 2018 and 2019.

For 2018, the teaching day will be extended from an 8am start to a 6pm finish, though every effort will be made to timetable as much as possible between 9am and 5pm. Some 10% of the timetable is expected to be programmed in the extended teaching day. The timetable will be built around Programmes of Study, which should limit, as much as possible, students and staff having a day extending fully between 8am and 6pm for the 26 weeks of the academic year when most teaching occurs. The Colleges, Academic Services Group, and Timetabling Team will continue to work through “easy wins” in course delivery and offerings, so that appropriate pedagogy is balanced with effective space utilisation.

Finally, the Learning and Teaching Committee will commence work to understand current and future use of technology in teaching. Our preferred outcome is that we reduce if not eliminate the prospect of having to further extend the teaching day in 2019.

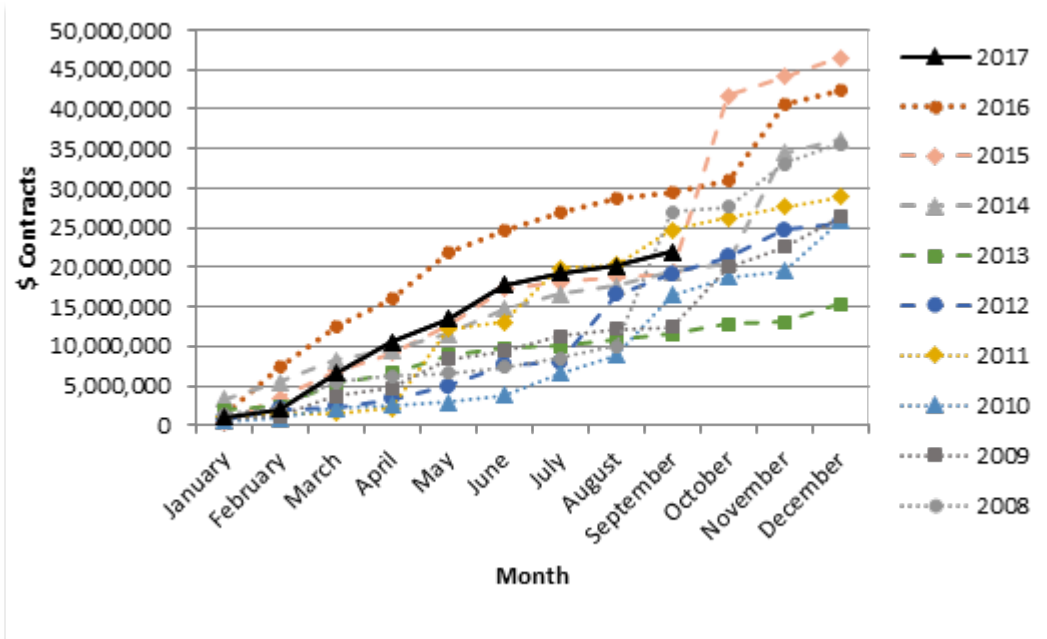
4.1.3 Research Funding

The results of the MBIE Endeavour Round 2017 have been announced. UC was successful with two Research Programmes and five Smart Ideas (success rate of 30.4%), totaling \$10.8m in funding. A further \$0.8 M has been secured where UC is a sub-contractor with another institutions success in the same round. . Overall, UC had the third highest success rate from across the 8 universities and 7 CRI's that submitted proposals, with University of Auckland, University of Otago, and Victoria University of Wellington having success rates of 17.1%, 25.9%, and 13.5%, respectively.

Research Programmes support the development of ambitious, excellent, and well-defined research ideas which, collectively, have credible and high potential to positively transform New Zealand's future in areas of future value, growth or critical need. Smart Ideas are fast-fail projects to catalyse and rapidly test promising, innovative research ideas with high potential for benefit to New Zealand.

R&I is working with academics on the development of potential MBIE Endeavour Fund 2018 bids.

R&I is managing 386 research contracts, worth a total value of **\$132.1m**. In 2017 year-to-date, 150 contracts worth a total value of \$21.7m have been executed (which doesn't yet include the recent \$10.8m of MBIE announcements), and 30 contracts worth at least \$3.1m are pending (i.e., in the process of being executed). UC holds 56 National Science Challenges contracts worth \$21.3m and 44 CoRE contracts worth \$27.2m (with 7 NSC/CoRE contracts pending, worth \$0.05m pending).



4.1.4 Research Reputation

The annual Times Higher Education (THE) university ranking has been released, with UC maintaining its 351-400 ranking for 2018. The University of Auckland fell from 165 to 192, University of Otago remained at 201-250, University of Waikato increased from 401-500 to 351-400, Lincoln University increased from 501-600 to 401-500, while Victoria University of Wellington fell from 351-400 to 401-500. A recent analysis from Hobsons International Student Survey shows QS Rankings and THE Rankings are now the first and second rankings schema, respectively, that influence international student choice the most in applying for particular international universities including those in New Zealand.

4.1.5 Postgraduate Research

Postgraduate research student numbers have plateaued with current PhD numbers at 1,064 (as at the end of August), however this does not include about 100 on enrolment suspension.

Highlights for the month include:

- 21 new PhD students enrolled in August exceeded the number of PhD students finishing, with 15 PhD submissions.
- The UC Thesis-in-three finals were held on 15 August. A total of 16 competitors presented their research in three minutes and using one Powerpoint slide to an audience of several hundred. The overall winner Philipp Suelthrop (Electrical Engineering) will be representing UC at the Asia-Pacific PhD finals in Brisbane in September. The best Masters presentation was given by Jess McHale (Geological Sciences). Jess represented UC at the NZ Masters University finals in Wellington at the end of August.
- The Dean and Academic Development lecturer Dr Erik Brogt have just completed a series of Workshops for 20 new academics on supervising thesis research students.
- The latest Masters and PhD Scholarship round is currently being finalised.

- The Dean recently attended the annual New Zealand Deans and Directors of Graduate Research (DDOGs). Several wide ranging discussions occurred including; 180 point Masters, and Immigration and VISA rules for postgraduate students.

4.1.6 Student First Programme

The College of Education, Health and Human Development (CEHHD) Early Release went live as scheduled in early August and provided learnings that will be incorporated into the next release scheduled for October (Easy Enrolment – New Students). The Academic Regulations work also remains on track to meet October release commitments. Concurrent with ongoing development activity, the Programme facilitated a Student First Programme Workshop with senior University stakeholders, with a view to refreshing the current Investment Logic Map (ILM). This ILM workshop and associated output provides an informed view of Student First Programme focus for 2018.

4.2 Office of the AVC Maori

4.2.1 Te Wiki o te reo Māori

This has been a very popular celebration of te reo. Thanks to many SMT colleagues for their participation in both the mihi whakatau on Monday and for their willingness to contribute to the te reo videos. On Tuesday of Te Wiki week the Nuts and Bolts café offered a discount on coffee ordered in te reo and had about 300 te reo coffee orders. The UCSA Executive also participated in the mihi whakatau and their involvement is really appreciated.

4.2.2 Tangata Tū, Tangata Ora staff professional development programme:

As there is significant demand for this programme and a long waiting list, another general session will be scheduled in November 2017.

4.2.3 Te Ohu Reo

There have been a large number of requests over the mid-year break and into Semester Two and it is very pleasing to note the number of requests received via the online form. To best manage this mahi and provide guidance about timeframes, the Office intends to provide a schedule for requests for 2018 and will publicise this later in 2017.

4.2.4 Kaiārahi Colleges

The Kaiārahi are continuing their mahi with colleges.

4.2.5 Kaiārahi Service Units

In collaboration with International Relations Office, BICC workshops have been held for international students and the IRO staff have been practicing their Māori role titles. Human Resources have noted that 13 vacancies have been listed as opportunities for Kia Ngaringari appointments. The UCSA is receiving some support from the Kaiārahi to build their bicultural competence and confidence. The new Executive will participate in Tangata Tū, Tangata Ora and the UCSA staff have already completed Tangata Tū, Tangata Ora.

4.2.6 Te Ratonga Ākonga Māori - Māori Student Development Team

We now have 1,205 Māori students enrolled at UC, which is significantly above pre-earthquake numbers.

Some examples of Te Wiki posters are below:



5. Māori Outreach and Recruitment

The Outreach and Recruitment Advisor has been doing extensive planning with Liaison colleagues for 2018. Ekea? Ana! Programme will be held in early October and the homework programme for senior high school students will also start in October 2017.

6. CONNECT

| <i>Engagement Data</i> | |
|--------------------------------------|--|
| Intercom | Open rate 42% (International benchmark = 21.8%) Click rate on a story 57% |
| Insider's Guide (student newsletter) | Open rate 47.13% (International benchmark = 21.8%) |
| Twitter | Ranked second for Twitter engagement. 5,452 followers (64 new followers in August) |
| Stakeholder Newsletter | 878 Recipients Open rate 45.7% (industry average = 17%) Clicks 11.6% (industry average = 2.2%) |

6.1 Project Communications

The UC Legends initiative is being revived online and will integrate with initiatives being developed by the Alumni and UC Foundation team to celebrate Honorary Doctorates and alumni and the inspiration they provide UC students.

Support for the Chancellor's Dinner and UC Council Awards has begun, with production of medal winner videos and historic displays and slideshows for the CETF project completion which will be celebrated at the event.

Updates have been made to the UCSA, Arts Centre and Rehua webpages on the UC website. A new health, safety and wellbeing webpage for prospective students and their parents has also been developed. The Capital Works web pages are being prepared for conversion to the Web Content Management System (WCMS) in October.

New Think first Te Reo collateral was rolled out on campus. An interactive Think first game/competition using existing Instagram and Snapchat channels is being developed, with a planned roll-out in October.

6.2 Media

August coverage of UC-related topics was overwhelmingly positive, much of it generated proactively. Three of the four August UC Connect public lectures prompted media requests to interview the speakers. As well, Associate Professor Bronwyn Hayward commented on the upcoming general election on various media channels. The Chancellor, Dr John Wood, was interviewed after the announcement of Sir John Key's honorary doctorate. UC's contribution to tall timber buildings was prominent, as was the Student Volunteer Army, and news that the new UCSA building is under way. Associate Professor Ekant Veer spoke on mental health following his popular 26 July UC Connect lecture on the topic. Dr Jarrod Gilbert commented on National's crime-related policies.

An analysis of coverage produced between 1 and 31 August (Broadcast, Internet, Print) found 560 items. This coverage reached a cumulative audience of 13,168,661 and had an advertising space rate of \$3,406,555.

6.3 External Engagement

There were four UC Connect public lectures in August: UC Law's brain 'finger-printing' research in *Beyond lie detectors: The brain does not lie*, Chances, Secretary for the Treasury Gabriel Makhoul's *Choices and Challenges: New Zealand's Response to Globalisation*, visiting Canterbury Fellow (from the University of Stirling, Scotland) Professor David Lavalley's ideas about turning athletes into future leaders in *More than medals*, and UC Law lecturer David Round's *Who speaks for the trees? The possible futures of conservation*. These lectures attracted 493 members of the public. There are four remaining UC Connect public lectures this year.

6.4 Stakeholder Relations

There have been a few recent complaints about student behaviour in Ilam and Riccarton neighbourhoods. The Community Meeting on 7 August was well attended and well received with speakers receiving applause at its conclusion. The next meeting is on 2 October.

6.5 Events and Partnerships

Ninety-nine young women from 11 Canterbury schools joined us in August for the recruitment-focused Women in Leadership breakfast, which showcases the immense leadership opportunities for female students at UC. Year 12 and 13 female leaders hear of the opportunities for women at UC from current and past female UC student leaders, have an opportunity to ask questions and network and leave with the knowledge that UC is the place for them to study. Our guest speaker this year was NASA astronaut candidate Dr Sarah Kessans.

Partnership activity came to a close during August. The finals for the school boys' and school girls' rugby competitions, UC Championship and UC Cup respectively, attracted large crowds and strong social media coverage. As the major sponsor, UC had a visible presence with on-field advertising and promotional giveaways. The Registrar spoke and presented the trophies at the medal ceremonies. The social media activity had a reach of 134,779. 3,000 people attended the games. The UC Championship final was live streamed on Facebook and watched by 7,500.

UC has recommitted to its community partnership with the Crusaders for a further three years, 2018 to 2020. The Events and Partnerships team is currently working with the Student Volunteer Army to continue with that partnership as well.

Planning is under way for September through to December activities: Postgraduate Options Evening, the Trading Room opening, Chancellor's Dinner and CETF opening, UC Bound, Year 10 Eke! and the end of year Careers Advisors breakfast. The 2018 recruitment event dates have been set.

6.6 Alumni and UC Foundation

| | Income | Distribution |
|---------------|---------------|---------------------|
| 2016 Year End | \$8.6m | \$4.1m |
| 2017 Target | \$9.5m | \$4.5m |
| 2017 YTD | \$6.0m | \$6.7m |

| | Donors | Gifts |
|--------------|---------------|--------------|
| 2001 to date | 7,516 | 24,245 |
| 2017 to date | 648 | 1,157 |

6.6.1 UCFA (US)

The Alumni Team secured Facebook and Berkley Research Group venues for San Francisco and Silicon Valley events and are arranging meetings for the upcoming October visit. It also met with the Education New Zealand representative who is based in California and visited the UC campus with a party of representatives from US Universities.

6.6.2 NZ Trust (UK)

There were meetings in Aberdeen, Edinburgh and London with 15 alumni/potential supporters. The Chair of UK Trust visited the campus for 2018 planning.

6.6.3 Fundraising

The Team remains on target to achieve the goal of \$9.5m in total income for the year. \$775,000 of legacies were received in support of undergraduate scholarships for those with financial need (Bright Start).

Department drawdowns of funding held by UCF continues to be higher than previous years. PriceWaterhouseCoopers (PwC) has been conducting an internal audit of UCF processes and procedures around gift handling and disbursement of funds. Meetings with Arts, Music, the Rose Centre and Business School have been held to develop the case to support 2018 fundraising activity. Development of the Legacy Programme for launch early 2018 is progressing well.

The Team attended the retiring staff workshop and is developing relationships with Perpetual Guardian and Lane Leave to offer free benefits and workshops for staff and alumni financial planning. It is engaging with Human Resources to deliver these to staff. The Team continues its ongoing stewardship of those who have made the University aware of their intention to leave a bequest. It is delivering an overview of the plans for the programme and bequest giving in general to the UCF Trustees.

6.6.4 Stewardship

The UC Foundation's annual report went to print, and is expected back in mid-September. This will be posted with UC publications on the website and sent to donors. Follow-up emails were sent to Malaysian and Singaporean alumni who attended recent events. Trustees attended the annual Malaysia Day Dinner in Christchurch. Planning for International Travel in 2018 with IRO and SMT has started.

The team also liaised with the family of Beatrice Tinsley on the naming of the new College of Science building that will be part of the RRSIC precinct.

6.6.5 Alumni

Facebook continues to see an increase in followers and likes for posts. Mt John Observatory, US alumni events, 30 Year and 50 Year reunions are being worked on. We are also finding "lost" alumni. The development of 'Alumni Heroes' campaign is progressing, working with the Marketing team.

7. ENABLERS

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

7.1 Staff Matters

Effective from 1 September 2017 Professor Catherine Moran took on the role of interim Assistant Vice-Chancellor (Academic) reporting to Deputy Vice-Chancellor Professor Ian Wright. We are finalising the position description, job size and remuneration for the permanent continuing role that will be recruited nationally and in targeted offshore markets.

Effective 1 January 2018 Professor Gail Gillon will commence a six month sabbatical and Professor Letitia Fickel will assume responsibility as Acting Pro-Vice-Chancellor of the College of Education, Health and Human Development.

Alex Hanlon will be taking a period of professional development and annual leave from 20 November 2017 through to the end of March in 2018. I am very grateful to Darryn Russell, AVC Māori, who has agreed to act in the role of Executive Director, Learning Resources while Alex is away. The role of AVC Māori will be backfilled by Liz Brown.

7.2 Health and Safety

An independent review of Health and Safety Policies, Processes and Practices is to be undertaken in the final quarter of this year.

7.3 Infrastructure

Refer to Appendices

8. Financial Outcomes: (Management Accounts to 30 August 2017)

| August 2017 | Actual Year to Date \$000 | Budget Year to Date \$000 | Budget Variance Year to Date \$000 Fav/(Unfav)* | Budget Full Year \$000 | Forecast Full Year \$000 | Full Year Forecast to Budget Variance \$000 Fav/(Unfav)* |
|--|------------------------------|------------------------------|---|---------------------------|-----------------------------|--|
| Total Operating Income | 236,076 | 234,733 | 1,343 | 351,050 | 357,653 | 6,603 |
| Total Operating Expenditure | 231,620 | 238,750 | 7,130 | 360,170 | 356,294 | 3,876 |
| Net Surplus/(Deficit) | 4,456 | (4,017) | 8,473 | (9,120) | 1,359 | 10,479 |
| Net Surplus/(Deficit) as a % of Total Operating Income | 1.9% | (1.7%) | | (2.6%) | 0.4% | |
| Capital Expenditure | 118,881 | 169,370 | 50,489 | 205,980 | 180,000 | 25,980 |
| Cash/ Short Term Investments/ Short Term Government Stock | 267,213 | 177,430 | 89,783 | 138,268 | 239,462 | 101,194 |
| Working Capital | 180,042 | 112,939 | 67,103 | 107,074 | 189,559 | 82,485 |

* 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 August 2017. This overall favourable position is due mainly to favourable variances in research external income and interest income. This has been partially offset with unfavourable variances to budget in tuition fees and Government grants. Actual Total Operating Expenditure is favourable to budget. This favourable variance relates to operating expenses, depreciation and total personnel expenses.

We had been budgeting for an operating deficit as at the end of August 2017 of (\$4.017)m, but have returned an operating surplus of \$4.456m. This is a favourable variance to budget of \$8.473m.

Capital expenditure is currently \$50.489m below budget. \$94.530m of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year to date budget of \$125.799m. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by \$19.220m. While UC Futures main building projects are expected to complete by 31 December, other projects are being delayed and the forecast capital expenditure for the year was reduced to \$180m in the July forecast.

8.1 Cash Flow

The August 2017 cash position of \$267.213m is higher than budget by \$89.783m due largely to higher than expected balances at 31 December 2016, maturing term deposits, and failure to meet budgeted capital expenditure expectations. We are holding adequate short-term cash reserves to meet expected capital costs for all mainstream projects.

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

TEC, 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 2016 was within the ranges set.

8.2 Working Capital

Working capital¹ of \$180.042m at 31 August 2017 is \$67.103m more than budget, mostly due to the higher cash balance explained above partially offset by lower other current assets.

8.3 Forecast full year result

While we are currently forecasting a small surplus for 2017 compared to a significant budget deficit some of the favourable variance relates to deferred costs and extra interest income arising from the delayed completion of the three major buildings. Also included in the forecast is the last insurance claim arising from the earthquakes (\$4m) from EQC in relation to 70 self-contained residences within the Students Halls of Residence.

Recent Tribal Benchmarking suggests that in 2016 the University was around break even on its core research and teaching activities.

9. COLLEGE SUMMARIES

9.1 College of Arts (Te Rāngai Toi Tangata)

As anticipated in the Arts Plan proposal earlier in the year, the College has established a working group to review the BA degree. Principal terms of reference include finding ways of simplifying the degree, and ensuring that its value in securing the employability of graduates is as transparent as possible. We have also been working on making more courses available fully online, and expect to offer the BA with a major in Education and minors in Linguistics and Philosophy from 2018. We have undertaken a review of technical support in the School of Fine Arts, and this has led to proposed changes which are in the consultation stage. We have recently been interviewing applicants for the College Marketing and Outreach Coordinator role.

UC Arts – our location at the Arts Centre in town – has been making a great impact. It featured prominently in the highly successful Arts Centre Winter Warmer Night Market, with 1,200 visitors through the Teece Museum on the Friday night, and Gary Morrison's talk on Roman Antics After Dark packed to capacity and people turned away. The Saturday night Mozart concert presented by Mark Menzies and performance students also had the audience overflowing into the foyer. The School of Music contributed a number of events to the Christchurch Arts Festival, including a series

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

of ‘Virtuosity’ concerts, and an impressively ambitious performance of Xenakis’s opera *Oresteia*. Our professorial lecture series, ‘An Evening With ...’ on the first Tuesday of every month, is also attracting interest, with recent presentations from Amy Fletcher and Steven Ratuva on the impact of new technology, and of Donald Trump’s presidency on the Pacific, respectively. More examples of the wide range of scholarly and cultural activities undertaken by the College are listed in our weekly newsletter, Arts Update, available at the following link: <http://www.canterbury.ac.nz/arts/arts-news/archive/arts-update/>

The Head of School of Language, Social and Political Science, and Dean (International) Professor Beth Hume is leaving UC in October to take up a position as Vice-Provost for Undergraduate Studies at Ohio State University. Beth has made a huge contribution to the College in these roles, and we wish her well for the future. She is being replaced as Head of LSAP by Associate Professor LindaJean Kenix from the department of Media and Communication.

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

College Planning for Growth

The College Executive team is currently focused on the strategic and operational challenges associated with the strong growth in student numbers in both Business and Law. The College is currently reviewing all academic administrative roles in the College shared services hub to ensure existing staff resources are able to support growth, as well as the relocation of the Executive Development Programmes (EDP) and the Centre for Entrepreneurship (UCE) to the Rehua Building next year. Meanwhile, the College Executive Team has been meeting with members of the Learning Resources Team to determine what additional accommodation on the Ilam campus the College needs to accommodate current and forecast student and staff growth. The College hopes to be able to submit a business case for additional space to Council for consideration before Christmas.

National Law School Symposium on Teaching and Wellbeing

The UC Law School hosted the first National Law School Symposium on Teaching and Wellbeing on 30 August. Law teachers and general staff from all New Zealand law schools attended, including the Dean of VUW Law School, Professor Mark Hickford. Topics discussed included: Engaging technology in teaching and wellbeing; Scaffolding for student confidence: reflective practice; Wellbeing initiatives within Law School – why and how; and Working with first year classes. Ursula Cheer, Lynne Taylor and Natalie Baird presented on the UC Law School longitudinal study following the teaching and employment experience of the 2014 cohort of students at UC, Auckland and Waikato Universities. (Victoria Law School joined the study in 2017.)

EDP Thought Leadership Series

On Wednesday 6 September the UC Executive Development Programme Thought Leadership Series featured Mike Bennetts, CEO, Z Energy. Mike shared his experience of Z’ Energy’s focus on achieving extraordinary outcomes by setting the appropriate context, rather than by trying to control people. The event was held in partnership with Canterbury Employers Chamber of Commerce and Brannigans employment agency.

UC Centre for Entrepreneurship

Sir Paul Callaghan Eureka Awards: Three of the twelve finalists at the Sir Paul Callaghan Eureka awards evening on Friday 8 September were UC students. They each had to give a 10-minute talk about a STEM discovery followed by five minutes of intense questioning from a panel in front of a live audience. Our students did extremely well. At the gala evening, hosted at Government House,

George Mander (BSc/LLB) won a top award and Logan Williams (BA Hons) and Claire Elliot (BSLP Hons) both won scholarships. Congratulations to these students.

Team New Zealand: Final year BCom/LLB student, Daniel Chan has been selected to join Team New Zealand to compete in the Heavener International Case Competition in Florida, USA in February 2018. Daniel was selected based on his previous experience in UC case competitions, his exceptional public speaking capabilities as well as his strong strategic thinking skills.

9.3 College of Engineering (Te Rāngai Pūkaha)

Early in September we had our second Strategic thinking day “Back on Track 2”, led by Darren Levy of Human Synergistics. The day took the form of giving attendees some tools to help in strategic planning, including how to involve others and how to be user-centric when thinking of new innovations. To follow up, in 2018 we will use these ideas to develop more detail under the headings in our new College Strategy on a Page. This will be done by creating specific groups of people interested in particular areas of strategy. Finally – when we have done that, this will feed forward into operational plans from 2019 onwards. The main theme of that Strategy, and planning to achieve our targets and goals, is to “Capitalise on our new Facilities”. Therefore our attention is already turning to next year, with ideas of more activities in the new Core and other spaces, to engage especially the new Intermediate students and to attract visitors and industry.

This month Dr Moffat Mathews from Computer Science and Software Engineering went to India to help our UC recruitment officers with education fairs, agent visits and high school student visits. The College Dean (International) also helped out at the Edwise and Global Opportunity fairs in New Delhi and then travelled to Chennai visiting Edwise agents. He has also given two recruiting lectures at a couple of engineering colleges. There continues to be high interest in our offerings from the Indian market.

Our new buildings have offered an ideal opportunity to refresh our Health and Safety practices. Increased compulsory Personal Protection Equipment (PPE) – specifically safety footwear – for students will be mandatory in some labs and all workshops throughout Engineering from 2018 onwards. Departments are currently identifying the respective areas and these will be communicated. Once these areas are confirmed, any staff or visitor entering those areas will also be required to wear the relevant PPE. We have recently invested in some new more modern lathes.

The College H&S Induction is now on LEARN and anyone with a UC log-on can access it.

Finally, we have been delighted to see over 60 students already completing all the online steps required to enrol in our new BProdDesign degree. A further 26 students have started the process. There are many more who have started the process. We are tracking the origin and qualifications of the students and we are confident that these students would not have enrolled in our engineering degree had this new degree not been developed. In many cases we are seeing interest from schools who have not previously sent us any Intermediate students.

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

We hosted 48 Principals from Canterbury Primary Schools on campus this month to meet with our third year Bachelors of Teaching and Learning students graduating at the end of this year. The Principals value the opportunity to meet our students, learn of the students’ specialist interest areas in the primary school curriculum and the opportunity to promote their school context to our students. In return, our students greatly value gaining insights from the Principals as to what they

are looking for when they interview graduates for teaching positions and what different schools offer to support their teaching in their early years. The Primary School Principals' Day followed a very successful Secondary School Principals' Day held earlier in the Semester.

Our research team within the College who are part of the *Better Start National Science Challenge, E Tipu e Rea* showcased their research through an excellent series of short presentations highlighting the interrelated series of studies that are part of the Literacy and Learning theme. The presentations were part of a visit from MBIE leaders who visited our College to meet with the research group. The mission for the Better Start National Science Challenge is to find better ways to predict, prevent and treat obesity, literacy and mental health problems in children and teenagers.

The Education Council for Aotearoa New Zealand is interested in learning about effective practices to enhance the skills of graduating teachers, and teachers within schools and early childhood centres to support students with diverse learning needs (e.g. students with dyslexia dyspraxia and identified as having Autism Spectrum Disorder). They have sought our advice regarding effective practices we integrate into our teacher preparation programmes and this advice will help shape new guidelines for graduating teacher standards and professional development and learning opportunities for teachers.

9.5 College of Science (Te Rāngai Pūtaiao)

We are now looking forward with eagerness to our relatively imminent occupation of the RRSIC building. Detailed decanting plans are in place, and we are in the process of finalising some operating procedures for the new building. We have commissioned some work to assist with profiling the bicultural elements of the design of the building, and are looking forward to being able to use that work. We are also working with the Events team and the College of Engineering in our planning for a range of events over the next six months for staff, for the local community, for prospective students, and a range of stakeholders to celebrate the new building.

This is a time of year that involves intensive work on converting *interested* students into *enrolled* students, and our student advisor is working closely with the Liaison team as part of course planning visits to schools around the country. In terms of future planning for increasing enrolments, the Executive Planning Day in May focused on our BSc which – like the BSc at all but one university around the country – has experienced a decline in enrolments over the last few years. We are now well advanced with market research to address some key questions that arose during that planning day, and the Executive will be reviewing the results of that work – and its implications for our 'what next' actions, at our next planning day in early November.

As usual, a series of international searches are under way at this time of year for vacant academic staff roles to be taken up in 2018. A new and pivotal role for which a search is under way is for the new Professor and Head of School of Physical and Chemical Sciences. The recruitment agency assisting us informs us that the response they are getting to the role – both in New Zealand and internationally – is extremely positive. Based on their conversations with prospective candidates, they attribute this response to our strong, long-standing reputation in these areas. This new School was formed in July by the merger of the Departments of Physics & Astronomy and Chemistry, an auspicious moment that we marked with a good-spirited afternoon tea. The interviews for this role will take place in November, and we anticipate that the incumbent will take up the role in the first half of next year.

We have also now begun work in earnest on the possible formation of the next new School, which – if a decision is made to proceed – will lead to the establishment of the third large School in the College, and the penultimate to complete the vision. This next School would be formed by the merger of the Departments of Psychology and Communication Disorders, and the current stage in the process involves some detailed discussions with various staff in focus group format. The two

Departments already share a Head of Department – Associate Professor Katharina Naswall – and have recently re-organised the administration between the two Departments to work as one team. The decision on this is expected to be made before the end of this year.

At the time of writing, the College received notification of the outcomes of the highly contestable MBIE Endeavour Fund evaluation process for 2017. The outcomes are very pleasing for us. Two of our MBIE Endeavour Research Programmes have been funded: Dr Rita Dionisio, a Postdoctoral Research Fellow in the Geospatial Research Institute *Toi Hangarau*, has secured \$2.6m for her research on map-based tools for community and rūnanga town planning. This research involves collaboration with Ngāi Tahu and an iwi in central Te Ika a Māui. Professor Dave Schiel, of the School of Biological Sciences, has been awarded \$3.2m for his work on recovery of coastal marine ecosystems after the Kaikoura earthquakes. In the Smart Ideas portfolio, through which \$1m is awarded to each of the successful grantees, Associate Professor Ren Dobson (Biological Sciences/BIC) will conduct work on a biomarker assay platform; Professor Antony ‘Fez’ Fairbanks (Chemistry/BIC) will continue his work on glycoprotein production, Professor Andy Nicol (Geological Sciences) will explore the discovery of oil and gas associated with volcanoes in New Zealand, and Associate Professor Paul Gardner (Biological Sciences) will work on tuning protein expression. Congratulations to all of our successful grantees.

10. Conclusion:

I am increasingly confident that we may see an increase in our share of Canterbury high school leavers who go to University, choose the University of Canterbury. We are seeing strong interest in new programmes, the Bachelor of Criminal Justice, Bachelor of Product Design and taught Masters degrees. We are also seeing increased success in securing research income and philanthropic support. That said I am aware of the challenges all staff face in operating under tight budgets, uncertain project completion dates and changing student expectations. For many staff it has been a long seven years since September 2010. We have achieved a lot. We have much to be proud of but fatigue is real. We all need to take a moment to thank each other, to assume the best in all our colleagues and work to make someone else to have a better day.

11. Appendices

11.1 Appendix 1: Building Update

Overall

All campus projects continue to be very busy though the number of tradespersons on campus has increased to about 500 persons with an increase of trade labour on the Rehua project. Work is continuing safely on sites with no major injuries again reported for the last period.

Campus Construction Safety Group

The Campus Construction Safety Group continues to meet focussing on the construction projects and their Health and Safety implications on the University's day-to-day business and reputation. UC recently undertook independent Health and Safety Audits of each of the UC Futures Projects and these have now been provided to, and the results discussed with, each of the contractor teams.

The recently expanded Contractor Round Table Forum (including Leighs Construction Limited) continues to benefit from the increased participation by all construction project Health and Safety teams in the sharing of new safety initiatives. The new attendees have adapted quickly to the UC agenda for improvement and have already fed back their appreciation of the UC Forum initiative and the transparency of dialogue concerning Health and Safety processes, challenges, organisational resourcing and improvements shared by both UC and the other contractors attending the meetings.

Current Building Status

Key Progress this month:

Major work

Rutherford Regional Science and Innovation Centre (RRSIC)

RRSIC Stage 1

The Construction Programme status is as follows:

- Baseline Practical Completion date – 10 April 2017
- Contract completion date 2 May 2017
- Current forecast Practical Completion date – 20 October 2017

Programme delay is largely due to delays in commissioning of services as completion of building works is achieved across all floors and to the exterior of the building. Occupation for UC will be in mid-October for research only as all teaching has now been moved to alternate accommodation for the remainder of the 2017 Academic year. UC is closely monitoring the works against the current completion programme with an emphasis on the contractor ensuring critical building activities in advance of commissioning are being met. Capital Works together with the College of Science have worked closely to facilitate a decant from von Haast into temporary accommodation, ensuring the handover to Dominion was completed on time.

On site works are as follows:

- The installation of V baffle ceilings and decortech panels to the atrium is complete
- Carpet and vinyl flooring is complete on all levels and has been covered to prevent damage
- Rubber flooring has started on level 5 and will progress down through the atrium as areas are finished
- Services installations, fire, electrical, HVAC, lab gasses, AV, security and hydraulics are substantially complete to Levels 2 to 5
- Commissioning activities continue across all levels with BMS point to point testing, pressure testing of the gases and all Air Handling Units have all been started and are in the final stages of air balancing. First pass testing of Fume cupboards is complete
- Novalab laboratory joinery installation throughout the building continues, with final positioning of loose benches under way
- First defects inspections by UC consultants to be carried out in early September.

The percentage of progress reported by Fletcher at the fortnightly Site Meetings on 9 and 23 August 2017 is as follows:

- Overall progress on the Construction Programme: 96%, an increase of 1 percentage point;
- Major building works in progress Building. Services 97%, an increase of 1 percentage point;
- Façade Curtain Wall 97% no change;
- Interior Fit out 90%, an increase of five percentage points; and
- Commissioning 45%, an increase of ten percentage points

RRSIC Stage 2

- Testing for contaminants and asbestos on level 1 and 2 is under way with more asbestos has been identified on level 3. The project team are working with Dominion to sequence activities as a means of mitigating delays to the main program milestones, due to the discovery of additional asbestos.

Canterbury Engineering the Future (CETF)

Tranche One

- Practical completion has been awarded for both ECE and CAPE.
- As part of the application for Practical Completion, Hawkins have confirmed works to all outstanding areas are complete. The complete areas have been inspected by consultants and the inspections have identified a number of issues. The issues are being reviewed by the external Project Manager to determine whether Practical Completion can be awarded and confirm close out actions.
- The close out of outstanding items within Tranche One buildings remains a priority issue however whilst good progress is being made to complete the list of items a number of them have significant levels of complexity that require multiple actions/resources to achieve close out. These complicated items remain a focal point for the project team.

Tranche Two

- Under the conversion of the Hawkins contract to a Fixed Price Lump Sum (FPLS) the University elected to pursue a staged occupancy strategy for the Civil and Natural Resources (CNRE) wing. The following practical completion dates were agreed within the FPLS terms and conditions:
- Fluids and Structures labs – 30 June 2017
- Whole of the contract works (balance of CNRE and all of the Mechanical wing) – 30 September 2017
- The University took occupancy of the Fluids and Structures laboratories on 1 August, a month late therefore Liquidated Damages (LD's) will be applied beyond any approved extension of time
- As part of the handover procedure the recommissioning of the gantry cranes in the Structures and Fluids Labs are still required and Hawkins are aware of the potential to disrupt Department business as usual activities. Practical Completion will not be awarded until this work has been concluded with care being taken not to impede occupation or the College conducting its business
- The Independent Programme Expert has raised concerns around progress on site and noted that trades are not able to fully complete areas and require multiple visits to complete sequenced works. Hawkins have advised the following completion dates for the remaining work areas:
- Balance of Tranche Two – 20 October 2017
- Noting the historical trend for significant programme slippage to occur in the later stages of the project and the current trend for programme slippage to the Fluids and Structures Lab, contingency planning has begun for reoccupation of the balance of Tranche Two if the completion date slips beyond 20 October.

Electrical Link Reclad

- Installation of the windows, alucobond cladding and the rain screen panels is progressing at a good rate
- Some program delay has been experienced but the latest programme revision by Dominion still has completion of works by the end of September 2017 with scaffold removal and site demobilisation continuing into mid-October and as such will not cause any delay on the current plans for reoccupation of the building

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

- Hawkins recently submitted a new programme Rev L.3 with a CPU date of 11 December 2017. There is general agreement across the project team that this is not achievable and Hawkins are reviewing the options.
- UC contingency plans for delayed occupancy until Easter 2018 are in progress in conjunction with the Colleges and the UC Timetabling team given lack of PCG confidence in the contractor achieving the program.
- Construction cash flow to complete the project is unlikely to be achieved at circa \$5-6m per month on account of lower than expected cash flow over the past three months (average \$2-3m). On site resource levels through August moved from 120 to 170 average per day. To achieve \$5-6m per month will now require 250-300 workers per day on site.
- Hawkins are aware of the scale of 'ramp up' that would be required to achieve the programme due date and are currently implementing processes to increase on site contractor resources subject to market resource constraints.

- UC works for AV and FF&E installation have been reprogrammed to take place in January and February in anticipation of programme delay.
- Progress is being monitored weekly by TPO with a report copied to UC Senior Management and Hawkins. The report has gained the attention of Hawkins management and appears to be influential in the lift in site resources from 120 -180 workers per day.
- Delays in grid B10, D16, Level 1 E16 and West curtain wall continue to allow water into the building and further delay the fit-out works. The basement that was previously flooded is now drying out and the waterproofing risk in this area is reducing.
- Internal façade panels are now fitted to 90% of the building elevations and façade glazing is 90% complete.
- Completion of the external façade remains a critical programme risk with numerous unresolved quality issues and ongoing delays with shop drawings.
- Fit-out works are proceeding behind schedule across the North and South buildings. First fix fit-out work is near completion in both building wings.
- Gib installation has commenced however many of the current delays are Gib fix tasks. Painting has commenced where spaces are complete.
- The Tower Crane is scheduled to be removed 22-25 September subject to construction progress and weather.
- A 6 September independent Health and Safety report identified lack of management support resulting in ongoing issues with housekeeping, expired equipment tags, PPE, façade team inductions/method statements and their gold cards. The increase in site numbers and push for productivity has resulted in a reduction in site safety.

Other Buildings/ Projects

UCSA

- The project is on track for the building to be operational by February 2019.
- Unfortunately the current forecasted project cost does not remain within the approved Business Case budget as a result of an error. This recently revealed budget challenge is being reviewed by the PCG.
- Construction documentation has been issued to Leighs Construction Limited which is currently engaging key subtrades.
- Leighs Construction Limited are established on site with physical works now under way as the majority of the off-site planning process is almost completed.
- The UCSA site has been surveyed and the building footprint set out. Construction for the concrete ground beams and excavation works below the concrete slab are under way and on schedule.
- The Wellness Precinct Infrastructure programme is being monitored carefully to ensure this critical dependent but smaller portion of the project is successfully delivered according to the UC Contract parameters to minimise disruptions to BAU.
- The Health Centre and New Sub-Station construction works is now also under way.
- There has been some initial slippage identified to the procurement of key subtrades. As such, procurement meetings are being held in order to monitor the subtrade engagement, shop drawing/technical submissions and procurement of long lead items relative to the programme.

Logie and Locke refurbishment

- The first phase of the toilet refurbishment on Levels 1, 3 and 5 is now complete. The contractor is now stripping out the existing toilets on Levels 2, 4 and 6. There has been some delay due to the discovery of asbestos, but this has been removed..
- Plans to further consolidate the College of Arts into Locke and Logie have been agreed with the College and have formed the basis of the Business Case for the refurbishment of the buildings, which is now on its way to UC Council for consideration.

Postgraduate apartments at Dovedale

- All concrete slabs have been poured on site and roof framing on Block Five is completed.
- The prefabricated bathroom and wall units for Block Five are assembled on site and Block Four has started.
- Learnings from these initial assembled components are being applied on the other blocks by Naylor Love and they anticipate the process of assembly on the other blocks to now speed up.
- The project remains on programme for occupation in February 2018.

Warehouse Lecture Theatre Project

- The business case has been approved and the project is under way and on track.
- The design is now completed with Building Consent documentation lodged in mid-September and is under way for pricing by the sub-contractors.
- An agreed methodology has been agreed with the Council to ensure that the space will be operational under a Certificate of Public Use in time for Semester One 2018.
- Brosnan Construction Limited are the successful contractors who has been involved with the detailed design process to ensure buildability and reduce programme risks. Their approach to date has been collaborative and value for money.
- Long-lead items and early procurement has been placed to ensure the programme is still on track with as much off-site pre-fabrication as possible with construction details finalised prior to starting works on site. Site measures and shop drawings have also been undertaken to reduce design errors and issues on site.
- The construction programme from Brosnan remains challenging at 10 weeks which is constrained from the CETF decant but is still achievable. The Warehouse is to be fully cleared by 8 November so that the construction works on site begins at full speed with off-site works already constructed and ready for delivery/install of the pre-fabricated components.

Projects in planning this month include:

- Vacating Dovedale and Kirkwood Villages.
- New Learning and Teaching Spaces planning for 2018/2019.
- NZ Fire Station/Education Centre proposal.

11.2 Appendix 2: Upcoming Events Calendar

| Date (day/date/month) | Event name | Key goal |
|---------------------------------|--|-----------------|
| Wednesday 20 September | Professorial Lecture Series: Professor Colleen Mills & Professor Natalie Chaban | Engage |
| Wednesday 20 September | Postgraduate Info Evening | Recruit |
| Wednesday 20 September | UC Connect public lecture: New Zealand's rivers: Can we learn from history? Presented by Catherine Knight | Engage |
| 23-Sep | SCHOOL TERM 3 ENDS | - |
| Saturday 23 September | UC Chch Youth Orchestra concert | Engage |
| Monday 2 October | Community Meeting | Engage |
| Friday 6 October | Antarctic Season Opening and Civic Reception | Engage |
| 10-Oct | SCHOOL TERM 4 BEGINS | - |
| Wednesday 11 October | UC Connect public lecture: How product designers will shape the world. Presented by Professor Conan Fee | Engage |
| Monday 16 October | Trading Room opening | Engage |
| 20-Oct | UC TERM ENDS | - |
| Saturday 21 October | Waitaha Secondary Regional Kapahaka Competition | Engage |
| 23-Oct | LABOUR DAY | - |
| Thursday 26 & Friday 27 October | Literacy and Learning Symposium | Conference |
| 30 OCT - 16 NOV | UC EXAMS | - |

11.3 Appendix 3: VC Activities

| Past | |
|--------------|---|
| 31 August | <ul style="list-style-type: none"> Hosted member of the Synlait Management Team on campus regarding the PIPs project |
| 05 September | <ul style="list-style-type: none"> Attended the QuakaCore Board Meeting in Taupo |
| 15 September | <ul style="list-style-type: none"> Attended Staff of the Year Awards |
| 18 September | <ul style="list-style-type: none"> Attended Health and Safety Visit at CETF with Council |
| 19 September | <ul style="list-style-type: none"> Welcomed Hon Gerry Brownlee to campus for the Europa Lecture |
| 20 September | <ul style="list-style-type: none"> Hosted dinner with Oxford Students |
| 21 September | <ul style="list-style-type: none"> Welcomed Jacinda Ardern to campus |
| 22 September | <ul style="list-style-type: none"> Attended a lunch with Oxford Students |

| Upcoming Events | |
|------------------------|---|
| 25 Sept | <ul style="list-style-type: none"> Hosting a lunch at Arts Centre for Robin Mann |
| 2 October | <ul style="list-style-type: none"> Attending Community Meeting |
| 4 October | <ul style="list-style-type: none"> Meeting with Connor English regarding Postgraduate PIPs |
| 4 October | <ul style="list-style-type: none"> Hosting a table at Champion Canterbury Business Awards 2017 |
| 5 October | <ul style="list-style-type: none"> Speaking at 2017 Tech JumpStart Award Ceremony |
| 6 October | <ul style="list-style-type: none"> Speaking at official opening at the Antarctic Season Opening |
| 6 October | <ul style="list-style-type: none"> Attending Supreme Club Awards |
| 10 October | <ul style="list-style-type: none"> Attending Entre \$85K Annual Awards |
| 11 October | <ul style="list-style-type: none"> Attending UC Connect: How Product Designers will shape the world |
| 12 October | <ul style="list-style-type: none"> Attending trip to Synlait Factory |
| 12 October | <ul style="list-style-type: none"> Meeting with Maggie- Lee Huckabee |
| 16 October | <ul style="list-style-type: none"> Meeting with Sir John Key |
| 16 October | <ul style="list-style-type: none"> Attending Trading Room opening |
| 16 October | <ul style="list-style-type: none"> Speaking with International Board of Advisors (teleconference call) |
| 17 October | <ul style="list-style-type: none"> Speaking at VC Welcome to New Staff |
| 18 October | <ul style="list-style-type: none"> Speaking at New Staff Induction |
| 19 October | <ul style="list-style-type: none"> Attending UNZ Meeting in Wellington |