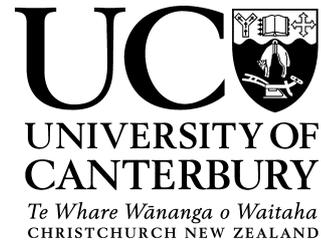


Dr Rod Carr  
 Vice-Chancellor  
 Tel: +64 3 369 3836  
 Email: [vice-chancellor@canterbury.ac.nz](mailto:vice-chancellor@canterbury.ac.nz)



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

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## **1. INTRODUCTION**

Slippage in the delivery of UC's key building programmes became apparent, with the impact of their adjusted completion dates against the timing of the academic year meaning that RRSIC and Rehua are unlikely to be completed in time to be used for teaching in 2017. There is pressure on the delivery dates of two remaining elements of CETF, but UC has not been advised of any further delays in that project. The elements of the College of Engineering that are complete are being well-utilised by staff and students and receiving fantastic feedback, which bodes well for the remaining CETF developments and indeed the RRSIC and Rehua developments, once they are available.

The interest apparent in the College of Engineering's new Product Design degree offered from 2018 is heartening, with more than 400 expressions of interest already received. Also heartening is the great progress that has been made on the business case for the Student First programme, which FPRC has recommended to Council. Also positive is the recent reaccreditation of the MBA by AMBA.

The opening of the UC Arts at the Arts Centre on 17 May met with significant acclaim, with great feedback from donors, stakeholders and positive media coverage. Looking further forward, the upcoming Teaching Week from 6-9 June promises to be a highlight, and an opportunity for staff to share and further develop their teaching practice, and for the Graduate Attributes to be further embedded and the new Learning and Teaching Strategy to be developed.

My congratulations to the recipients of University Teaching Awards which will be presented during Teaching Week - Professor Philippa Martin, Dr Pieter Pelsler and Dr Jenny Clarke.

## **2. STRATEGIC MATTERS**

### **2.1 UC Futures**

April saw Tertiary Education Commission and Treasury officials visiting UC to be updated on our campus transformation and enrolment recovery progress. The group were updated on the increase in enrolments in 2017 and progress on the three large construction projects, CETF, RRSIC and Rehua.

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

This project is a complex build, not unlike the construction of a hospital, and has been on tight timelines with about 300 workers on site each day. UC was alerted to possible delays in the completion of the construction of the Stage One laboratory building in April. These delays are now confirmed. The project team and the College of Science are working together with the construction firm to develop plans to mitigate the impact of the revised date for practical completion.

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

The completion of CETF Stage One means that the majority of the buildings in the Engineering Precinct have been either demolished, remediated, rebuilt or built – the John Britten building, the Structural Engineering Laboratory, Civil Mechanical building, the Chemical and Process Engineering building, the Electrical and Computer Engineering building, and the new CORE are all complete. This leaves the rebuilding of the Civil and Natural Resources and the Mechanical Engineering wings to be rebuilt and the Electrical Link building to be re-clad. While there is pressure on programme delivery dates – of 30 June for the structure and fluids labs and 30 September practical completion date for the laboratory wings – we have not been advised of anticipated delays in these dates.

The patterns of use of the new CORE learning spaces can now be observed after a term of use. The spaces offer considerably more options for student social and informal learning activities than have been seen at UC and consistent utilisation of these spaces has been very high. The new dividable flat floor drawing office space is in very high demand from the timetabling team due to its flexibility for a number of teaching styles. The new peer learning spaces are ideal for a variety of student learning, from flipped classroom work to project team work.

## **2.4 The move of the College of Education, Health and Human Development to Ilam, the construction of the Rehua Building, and the move of the Centre for Entrepreneurship and the Executive Development Programme**

Both Colleges intending to move into this rebuilt building have shown growth in enrolments this year. The College of Business and Law is forecast to grow 9% on last year and the College of Education, Health and Human Development is forecast to grow 6% on last year, with teacher education showing an increase of 65 EFTS from last year (by the end of March 2017). This growth will ensure the new Rehua building will be well utilised, including its audio-visual fit-out, which will allow both synchronous and asynchronous distance learning options.

A possible delay in the opening of this building has now been confirmed. Practical completion is forecast for early November but the building cannot be reliably available for teaching until the New Year. The Colleges are working alongside decanting, space planning and timetabling teams to mitigate the impacts of that delay.

### **2.4.1 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.*

New course proposals are regularly being reviewed by Colleges, Deans, and leaders of the Graduate Attribute hubs as part of course development processes. A collaboration between academics developing the courses alongside the Kaiārahi and others involved in the graduate profile has resulted in more explicit embedding of the attributes within the core discipline. In addition, courses being updated are being received by Kaiārahi and hub leaders who are providing feedback, sometimes resulting in changes to assessment and delivery of subject material in a way that aligns with the Graduate Profile.

For example, a recent course proposal for a course being revised included the following statement from the proposer “*To improve our coverage of the UC graduate attributes across the programme, we have slightly altered the content to be delivered into Protein Science, such that two new lectures have been introduced to provide the students with an appreciation of commercialisation in science and a new tutorial (and in-term assessment) has been designed to provide the students with an appreciation of how to communicate with iwi.*”

### **Attribute 1: Employable, innovative and enterprising**

*Learning Objective: Students will develop key skills and attributes sought by employers that can be used in a range of applications.*

The employable, innovative, and enterprising attribute (EIE) is being woven through new and re-developing courses. The Director of the University Centre for Entrepreneurship (UCE) has been liaising with academics and programme directors as part of the course-consultation process in order to support the embedding of the EIE attribute. In addition to course development the UCE has been providing students with opportunities to link with employers and be involved in innovative and enterprising activities. One notable activity has been the NZTA Kaikōura Challenge for students and two events with visiting Silicon Valley entrepreneur Bill Reichert that was open to both staff and students. Students also have opportunities to engage in activities that support EIE through the Co-Curricular Record.

### **Attribute 2: Biculturally Competent and Confident (BiCC)**

*Learning Objective: Students will be aware of, and understand the nature of biculturalism in Aotearoa New Zealand, and its relevance to their area of study and/or their degree.*

The BiCC attribute continues to advance both in terms of curriculum development, and staff and student engagement. An update from the Deans was received by the Academic Administration Committee outlining the inclusion of courses and/or content within courses across programmes. The focus of the academic update was to understand where students will encounter the BiCC kaupapa at 100-level in particular while considering 200-level offerings. The Kaiārahi are engaging with Departments and academics across Colleges to support the inclusion of the kaupapa in new and existing courses which is resulting in changes in activities and assessments as outlined in the core discipline section. In support of UC's Bicultural Competence and Confidence goals, the Office of the AVC (Māori) is offering Culturally Responsive Pedagogy: From Theory to Practice. This course aims to equip academic staff members with the knowledge to embed culturally responsive pedagogy in their teaching. It is facilitated by Liz Brown (Kaiārahi Matua) and is scheduled to run in June, August, and September, along with a 'taster' course as part of UC Teaching Week. Student engagement includes the Tuākana Māori mentorship programme. This programme can also receive endorsement through the Co-Curricular Record.

### **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.*

The Engaged with the Community (CE) attribute framework has now circulated through all Colleges and feedback is being collated for preparation of presentation to the Academic Board. Following approval of the framework, the attribute will be mapped against existing offerings. Students have had extensive co-curricular opportunities to community engagement through the Student Volunteer Army and a number of other activities through the Co-Curricular Record (CCR). Over 2,000 hours of Community Engagement activities and experiences were validated for students over the past two years.

## **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 Global Awareness Framework has been revised following feedback from all Colleges and will proceed to Academic Board. The next stage for the Globally Aware attribute will see it mapped against current offerings. While the Globally Aware attribute will be delivered through the curriculum, students can enhance their experience with a range of activities offered as part of the Co-Curricular Record.

### **2.5 International Relations Office**

Recruitment for the new Director of International Growth Strategies has been completed. Dr Ian MacDonald is an alumnus of UC (Postgraduate Certificate in Tertiary Teaching), with a PhD in Economics from Simon Fraser University, Canada. He is currently Senior Lecturer in Economics at Lincoln University, where he has undertaken research, teaching and academic management since 2000. He is also Director of the Joint Education Programme between Lincoln and Yunnan Agricultural University.

Ian has a wide range of experience in international student recruitment and support, from development of joint degree programmes, partnership negotiations, creation of pathway and transitional programmes, programme development for international markets, stakeholder engagement and frontline student recruitment. He will bring experience in engaging and collaborating with academic colleagues, while driving our recruitment targets and leading our experienced IRO team.

### **2.6 Study Abroad and UC Exchange**

April has seen a focus on in-country development in the US, with visits undertaken at several prospective and existing US partner institutions, as well as Study Abroad provider partner headquarters. UC also attended the Forum on Education Abroad in Seattle, a key industry event providing the opportunity to connect with Study Abroad advisors from across the US. A new Study Abroad agreement has been signed this month with LeTourneau University in Texas, with the first student due to commence at UC in July.

On campus, the team has been busy with the Semester Two application period, processing inbound Study Abroad and Exchange applications and assisting students for the July intake. Visits have been hosted for a delegation from Shantou University, China (a Study Abroad partner university) and the University of Southampton, for Exchange.

The annual outbound Exchange fair was held in the first week of May, and the team will also be hosting a staff member from the University of Leicester (also an exchange partner) for a week, for a staff exchange focused on best practice in student mobility and general familiarisation.

### **2.7 International Partnerships**

A delegation from MARA, a Malaysian government agency that sponsors students to study overseas, visited UC to discuss the possibility of developing a range of new pathways for MARA-funded students to come to UC. The International Partnerships Coordinator also recently met with representatives from the University of Kuala Lumpur (UniKL) to investigate possible new pathways. UniKL is a Malaysian institution that has a particular focus on Engineering.

## **2.8 International**

### **2.8.1 International growth strategy**

UC is working to further develop its access to and success in its three key markets – China, the USA and India – to ensure the international enrolments continue to grow. We are also working to develop new markets to ensure that all our emphasis is not on these three markets only. A full-time staff member has been reallocated to the Japanese and South Korean markets. UC continues to work with Malaysian, Colombian, and European universities and agents to further develop these markets.

The effect of UCIC on growing undergraduate full-fee enrolments is now clearly visible with 255 EFTS enrolled at UC from UCIC in April, up from 144 in 2016.

Under our agreement with Navitas, our partner in UCIC, UC is responsible for quality assurance in respect to programmes designed and delivered by UCIC. Staff in Colleges have this responsibility and UCIC funds UC which passes a share of revenue to Colleges to fulfil this obligation. Increasing attention needs to be paid to quality assurance in programme delivery and learning outcomes. Further support for English language developments is required, both during the UCIC period and after transfer to UC.

### **2.8.2 Recruitment**

Recruitment activities have also been under way in India, Japan and Korea with a number of onshore recruiters overseas to optimise UC's opportunities in these markets.

UC hosted a number of delegations, including the Royal Education agency (Indonesia), ASK Education (Moscow) and the Paris School of Business.

The International Student Guide will be available in Chinese soon.

### **2.8.3 Pre-assessment**

A new continuing staff member has been appointed to the Pre-assessment team, just in time for July application processing. The team processed over 500 new applications during April: about 100 for Mobility (Study Abroad and Exchange) students, another 45 for new PhD applicants, and the remainder for other applicants with international qualifications. Despite the challenges posed by the Easter and ANZAC Day breaks which meant there were only 17 business days in April compared to a usual 22, the team got through about 60 more applications than in the preceding month.

UC's key agency in India, Edwise, continues to use the new CRM agent application portal with excellent results. Feedback from JLL agency in China has also been very positive. Another six agencies, five of which are based in New Zealand, have also been given access and training to use the portal. A major advantage of the portal is that it now offers a quick and simple way for agents to apply on behalf of applicants with New Zealand high school qualifications, which had been a gap. This development is expected to significantly improve UC's relationship with New Zealand-based agents.

### **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 UC either first or second for engagement across Facebook, Instagram and Twitter within the New Zealand university sector. The Online WCMS phase III project continues with the College of Education, Health and Human Development and College of Science the current focus. Google AdWords has seen good growth through the January-April period. Total online results (clicks, likes and video views) are up 156% year-on-year.

The UCME campaign has been launched with significant visibility nationwide. Outdoor opportunities are being utilised with adshells outside many secondary schools, billboards in Wellington and Christchurch, and street posters in Nelson. The campaign is also being promoted through social media (Facebook) and on high visibility websites (banner advertising). Radio will also be utilised and the campaign is being promoted on our homepage.

The undergraduate scholarship campaign has been in market utilising online and outdoor properties. A local Semester Two campaign utilising newspaper and online opportunities will launch in late May. The Auckland-Wellington offer branded as GO Canterbury will be launched in July utilising outdoor, online and radio channels. Open Day and Information Evening advertising campaigns have been in market and will run until early July.

Work is complete in regard to developing a specific 'brand story' for the School of Business. This has involved interviews with students, staff and alumni. This process is now under way with the College of Education, Health and Human Development. The annual 'active learning' photography for each of the college disciplines has been completed. A suite of videos will be implemented progressively over the year – the College of Arts is the first in this initiative.

Seven discipline publications and the undergraduate prospectus have been printed and were launched at the Christchurch Careers Expo in May.

#### **3.2 Liaison**

The Year 12 Discovery Day event was held on campus on 11 April with 993 students attending from 27 Canterbury schools. The day contributes to the local market recruitment pipeline providing an opportunity for Year 12 students to experience being a university student.

April saw first round school visits nearing completion with the focus now shifting to preparing for the upcoming Information Evenings and Careers Expos which kick off in early May.

The team saw a total of 32 student appointments in April of which 14 were from adult students.

UC Possibilities was held for three days beginning on 26 April and saw 89 Year 13 Canterbury students experience lectures on Science and Arts subjects.

The partnership agreement between UC and the Student Volunteer Army saw the second national Serve for New Zealand event held in late April, with over 9,000 hours pledged by more than 2,600 individuals.

### **3.3 Admissions**

During April, Admissions staff processed final international applications for the July intake. The focus now moves to the October and February intakes. Work has been completed on Phase One of the Programme Specific Entry Requirements for India and China, with the next phase extending the country requirements to primary and secondary growth countries such as Malaysia, Japan, and Korea. The Admissions team has been involved in the early collaboration sessions for the Easy Enrolment project within the Student First Programme.

### **3.4 Contact Centre and Shared Services Admin**

Training was completed in preparation for the release of the new Contact Centre Management software, which successfully went live on 28 April.

### **3.5 Enrolment**

A review of Enrolments 2017 has now been completed with a number of strengths and areas for improvement being highlighted. An action plan is currently being drafted to ensure we improve the enrolments process for future years.

### **3.6 Scholarships**

During April offers were issued and payments made to eligible recipients for the 2017 UC Undergraduate Entrance Scholarship, two months earlier than in previous years. This was positively received by recipients.

The 2018 'Fund your studies' brochure, aimed at Year 13 students, was prepared and finalised for printing ahead of Liaison's school visits and expos. Applications for the range of Undergraduate scholarships which closed on 31 March were prepared for sending to selection committees.

### **3.7 Accommodation and Campus Life**

Accommodation tours have started for students looking at 2018 options. Eleven different groups have been on campus so far this year.

Promotion for Semester Two accommodation has started with the assistance of the Marketing and Web teams. Offers for accommodation at Ilam Apartments in Semester Two have been sent to 149 Study Abroad Students. Airport Pickups requests are anticipated, with most students likely to start arriving around 8-10 July.

A Homestay Guide to comply with the International under 18's code of conduct is being progressed.

A Flating Video is being developed for use at the flating expo and for the UC website. It is targeted at first years looking to flat in 2018 and will give advice on related issues and costs.

Affiliated Housing is at 100% occupancy, the first time since 2014. However there are empty beds in Waitakiri, Ilam apartments and University Hall.

### **3.8 Academic Skills**

UC students are showing strong initiative by engaging with the Academic Skills Centre's (ASC) services early in their study. This is a significant change from the post-earthquake period, when many students sought assistance at the last minute before a due date or exam. In previous years there were peaks and troughs with student demand. Now, even during term break, students are proactive in seeking assistance and upskilling themselves in advance.

In addition to the ASC working with students who come for assistance through 1-1 appointments, on-calls and generic workshops and seminars, ASC also goes out to departments. Embedded teaching is a strong component of the service. Teaching takes place in levels ranging from large first-year courses to PhD students, and into all Colleges. Research shows that this type of discipline-specific teaching of academic skills – the result of collaboration with academics – is a highly effective way of learning.

The ASC also continues to provide teaching into Halls of Residence.

The ASC is once again working to capacity. The first day of Term Two saw the busiest day ever for the first day of a new term and the demand has not decreased since. To date, the ASC has provided services to 3,750 unique individuals, representing some 25% of the student population.

### **3.9 Careers, Internships and Employment**

Career events and activities facilitated by Careers Internships and Employment (CIE) continue to attract both high levels of student engagement and satisfaction. In the first quarter, over 430 students attended individual consultations with career consultants, nearly 400 students attended careers seminars and presentations, and over 1,300 students attended the 32 Employer recruitment/information sessions hosted by CIE. The Law and Commerce Careers Fairs have seen nearly 1000 students attend 45 employer exhibits.

The Co-Curricular Record (CCR) Programme has now registered nearly 900 students in total, with 40 programme activities. Of those that have registered 114 of these have now achieved 'graduate status'. Student registrations are likely to increase in coming months with increased promotional activity.

The review of the UC Careers Kit is now well under way with feedback from stakeholders informing both possible content emphasis and design. The Careers Kit, including brochures on all UC major subjects, continues to attract very favourable stakeholder comment.

### **3.10 Disability Resource Service**

To date, 423 students have been have reregistered with the Disability Resource Service (DRS) and are engaged with their advisors and staff from the Alternative Format Centre to access support and assistance with their studies. This time last year the DRS had 337 registered students, meaning an increase in demand for the service of 25% for the year-to-date.

In the last two weeks of Term One, staff supervised 119 tests, 59 of which also needed a reader or a reader/writer. Additionally, the DRS continues to offer its very popular short courses in New Zealand Sign Language (NZSL) held in Terms Two, Three and Four.

This is a short course designed for students and staff to learn basic phrases in New Zealand Sign Language, the finger-spelling alphabet, some university specific vocabulary, basic grammar and

knowledge about Deaf culture. The course is particularly popular with students studying Sociology, Education, Psychology, and Health Sciences.

Re-registering with the DRS ensures that students receive the appropriate learning support they require. Currently, the DRS supports students in about 180 courses of study. The number of registered students is expected to increase as the academic year continues.

### 3.11 UniLife

UniLife celebrated the end of Term One with a Kiwiana Party, a collaboration between UniLife and Language and Cultural Exchange (LACE) programmes. This programme is designed to engage both commuter students and international students, all of whom have indicated an interest in connecting with fellow students.

### 3.12 Pacific Development

#### *Graduation*

The April Pasifika Graduation Celebration saw 16 Pasifika students celebrating their graduation, including seven postgraduates. The event was well attended by the community and University staff.

#### *Recruitment/Outreach*

The Pacific Development Team hosted a 'Pasifika' session at the UC Discovery day and attracted 20 potential Pasifika UC students who are still Year 12 high school students.

#### *Retention*

Student advisors were busy with the usual end of term increase in enquiries and requests for assistance. A workshop for staff was held on 26 April to share information about Pasifika cultural contexts and support needs, in order to enhance UC's understanding and ability to support Pasifika student success.

### 3.13 UC Sport

Sport competitions are in full swing for Semester One with excellent numbers participating across all competitions and programmes. The Inter-hall sport competition especially has had significant growth, through stronger engagement with Hall of Residence student reps, and the introduction of new accommodation venues – Sonoda, Ilam apartments, Kirkwood, Waimairi and Waitakiri.

Four UC teams participated at the University and Tertiary Sport New Zealand events for Futsal and 3v3 Basketball.

The UC Sport Athlete development programme is currently at a maximum 125 student/athletes. We currently provide over 20 supervised gym sessions per week, and facilitate workshops on athlete support such as recovery, mental skills, nutrition and time management.

The Sport Science Centre has seen strong growth in April, with revenue figures showing a 37% increase against the same month last year. This could be attributed to the recent community engagement via the Frontrunner talk series, which staff members presented at, showcasing available services to a wider community group.

UC Student-athletes have been achieving very high honours recently: New Zealand U23 Rowing team to World Championships – George Howat, Tom MacKintosh, Matthew Mesman (All UC Engineering students)

New Zealand U20 rugby team to World Championships – Tom Christie, Braydon Ennor, Will Jordan

New Zealand Universities Rugby – Sam Godwin and Nigel Gibb

New Zealand Black Ferns trialists – Kendra Cocksedge, Jessie Hansen, Olivia McGoverne

New Zealand U20 Football team to FIFA U20 World Cup – Sean Liddicoat

New Zealand U20 Volleyball team – Matthew Butterfield

New Zealand Touch team – Maisie Evison, Cassandra Engler (Womens), Ben Anderson (Mixed)

New Zealand Bowls team – Taylor Bruce

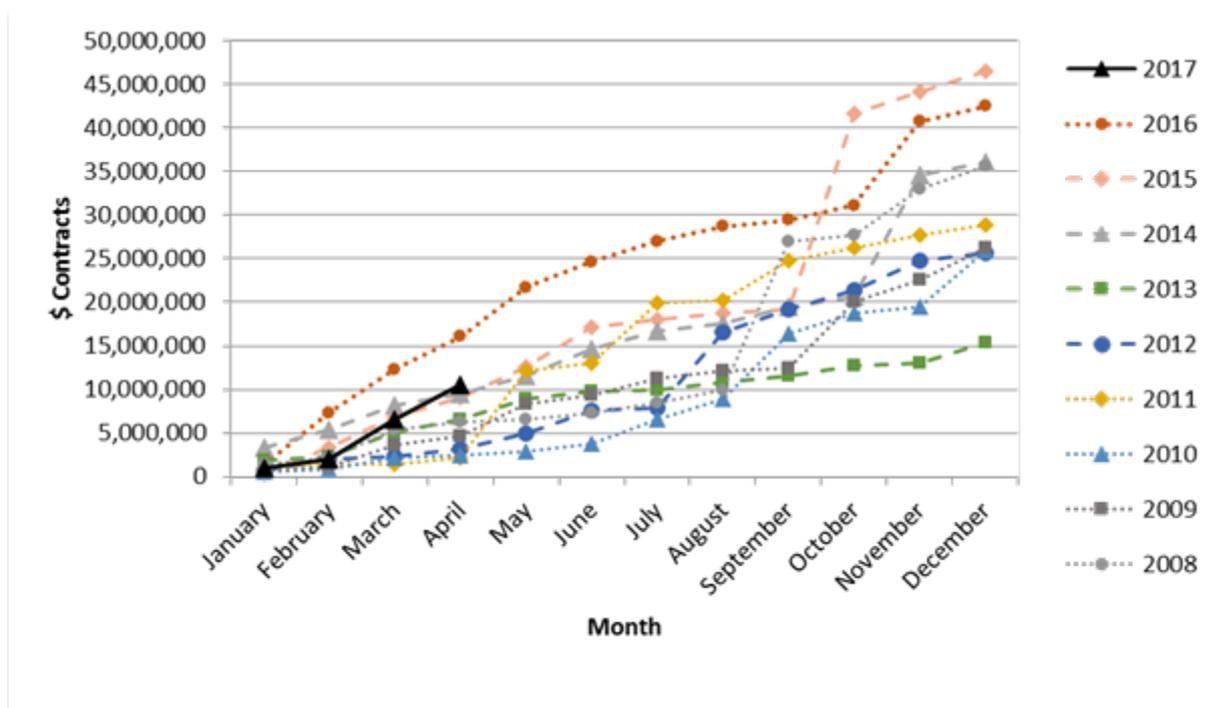
#### 4. **CONCENTRATE**

*Enhance research and creative work in chosen areas of endeavour; 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 **DVC Research and Innovation**

##### 4.2 **Research Funding**

Research & Innovation is managing 394 research contracts, worth a total value of \$135.7m. In the 2017 year-to-date, 85 contracts worth a total value of \$11.3m have been executed, and 24 contracts worth at least \$6.7m are pending (in the process of being executed). UC holds 48 National Science Challenges contracts worth \$18.9m (with five contracts worth \$1.7m pending), and 68 CoRE contracts worth \$27.6m (with one contract worth \$0.8m pending).



##### 4.3 **Research Development**

UC has received initial results from MBIE on the first phase of Smart Ideas funding. UC submitted 14 concept outlines, and has been invited to submit six full proposals. The overall success rate for all proposals submitted to MBIE to be invited to full proposal was 26%, versus the 43% for UC.

Typically, funded Smart Ideas are three-year projects worth \$1m. In 2016, five UC proposals were funded.

UC received the outcome of the first phase of 2018 Marsden bidding on 22 May, where the number of Expressions of Interest (EOI's) being invited to full proposal was advised. A total of 92 EOI's were submitted by UC earlier in the year with 22 now invited for full proposal.

#### **4.4 Research Infrastructure**

Australia has recently published a research infrastructure roadmap of proposed future investment in existing and new research facilities. New Zealand invests in, and has access to a number of these existing facilities, including the Australia Synchrotron, in which UC is a New Zealand consortium partner. MBIE has an ongoing process of assessing future New Zealand research infrastructure through the National Strategic Science Investment process and will likely complement Australia's roadmap given the recent Prime Ministerial signing of the Australia – New Zealand Research Treaty. UC is a partner in a new genomics research platform led by the University of Otago, and will submit a full business case to MBIE in the coming months.

UC continues to work with other New Zealand universities about assessing the future of REANNZ given the ongoing discussion on whether central Government funding will continue.

#### **4.5 Research Reputation**

*Research Report: Change the World*, our annual celebration of UC research, has been published and is available in hard copy and in electronic form online. The theme of the 2016 report is *Collaborative Partnerships – Local, Regional and International*. The collaborative theme was chosen to illustrate our deliberate approach to partner with peer international and Aotearoa New Zealand researchers to make the most significant research advances, and with non-university stakeholders to maximise the benefit for the nation. The report also celebrates the achievements and national and international recognition of our leading researchers. The report has been distributed to key stakeholders, including government, funders and local industry.

The TEC has commenced the 2018 Performance Based Research Framework (PBRF) assessment process of university research excellence by writing to all New Zealand universities informing them of the audit process used for ensuring a rigorous process. Research & Innovation and Financial Services are engaged in this process, including finalising a declaration of External Research Income (ERI) for the most recent reporting period, which is one of the three components of the overall PBRF outcome – the other components are academic research excellence and research degree completions.

#### **4.6 Postgraduate Research**

Postgraduate research student numbers continue to increase as enrolments exceed submissions. Current PhD numbers are 978 (at the end of April), although a number of students may still not have paid fees for 2017.

Highlights for the month include:

- 16 new PhD students enrolled in April, bringing the total new PhDs enrolled this year to 114.
- PhD submissions in April were 16, bringing the total for the year to 65.
- Autumn Gradfest was held from 15-19 April with 34 lectures, seminars and workshops. Gradfest is hosted by the Academic Skills Centre, the Library and the Dean of Postgraduate Research.

- Review of PhD and Higher Doctorate Regulations: A review and update of the regulations is progressing. The review is reducing the length of the regulations and addressing inconsistencies.
- The eight prestigious PhD Scholars are being celebrated with posters in the Library and other communications activity.
- The latest Masters and PhD Scholarship round has closed and determination of scholarship winners will occur this month.

#### 4.7 Innovation

From now on Research & Innovation will be running its Tech Jumpstart program on an annual basis. This program offers a cash prize of \$30,000 to each of three separate winners, who have each developed a research proposal with high potential for significant commercial returns. The prizemoney will be funded by Kiwinet and Technology Incubator, WNT Ventures.

Previously, four programs have been run biannually, resulting in a total of 65 proposals being submitted by researchers at UC. Several of these have gone on to attract further funding from the Pre Seed Accelerator Fund (PSAF), which is designed to advance research concepts to the point where they are “investor ready”. Two projects emanating from the program have already progressed into start-up companies. One of them, COLAR Ltd, is now based in Japan after successfully raising \$US 1.5 million in capital. The other, Flow Holdings Ltd, has been formed with shareholders including Technology Incubator, Astrolab Ltd, UC, inventor Dr Deb Crittenden, and serial high-tech Investor, Dennis Chapman. The company, which intends to design and build redox flow batteries, will be based at the soon-to-be-formed Foundation Incubator at UC.

#### 4.8 DVC Academic

As we reach the middle of the year the review of academic regulations will soon start to switch from presenting the changes to qualification regulations to those of the general regulations of the University. Round one of the CUAP proposals is now in full swing, with our new and modified qualification proposals being critiqued. UC is also fulfilling the requirement of reviewing proposals from the other New Zealand universities. This vital piece of work helps to maintain and enhance the educational value of qualifications for students both here at UC, and other universities around New Zealand.

With Semester One drawing to a close, the majority of academic staff are involved in setting and marking examinations with students preparing for and participating in them. This is a high-pressure process for all concerned.

I would like to acknowledge the following recipients of University Teaching Awards: Professor Philippa Martin, Dr Pieter Pelser and Dr Jenny Clarke. The awards will be presented at the beginning of Teaching Week (6-9 June). Staff are strongly encouraged to participate in this important opportunity for teaching development and the sharing of teaching practice.

There will be some interesting workshops held, including embedding the Graduate Attributes and the development of the new Learning and Teaching Strategy.

The Timetable Team has shifted focus to the 2018 timetable and has been working closely with Capital Works to identify space that can be added to the central teaching stock for the 2018 teaching year. This process is advancing well and both teams have confidence that sufficient space will be

able to be provided. The data collection process for the 2018 timetable is expected to commence on 10 July.

The Student First Programme Team held a workshop with Council on 28 April to present the Business Case in more detail. This interactive workshop provided Council members with the opportunity to gain a greater understanding of the Student First Programme. FPRC considered the Programme Business Case on 15 May and have recommended the programme to Council.

## **5. Office of the AVC Maori**

### **5.1 Graduate Pillar – Bicultural Competence and Confidence (BICC)**

Meeting dates have been arranged for the 2017 BICC hui, with the second 2017 hui planned for 15 June. There are notable efforts and developments from many Deans and Colleges to succeed in ensuring undergraduate courses can be offered in 2018. Many CUAP proposals have been received by our Office, for advice and commentary.

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

Culturally Responsive Pedagogy: From Theory to Practice is a new staff professional development programme provided by the Office of the Assistant Vice-Chancellor Māori. This programme is designed for academic staff as an opportunity to develop and thus contribute to Te Rautaki Whakawhanake Kaupapa Māori: Strategy for Māori Development. Those interested in this programme can enrol via the Learning and Development intranet.

### **5.3 Tangata Tū, Tangata Ora staff professional development programme:**

General programmes and tailored programmes are being provided in 2017. The general programmes for 2017 are booked out and we continue to receive requests for additional tailored workshops to be provided. We are looking for opportunities for additional general sessions later in the year.

### **5.4 Te reo in the Workplace professional development programme:**

This staff professional development programme is continuing in 2017, with dates in March to November. The programme is now facilitated by the Māori Education Support Coordinator in the College of Education, Health and Human Development. Those wishing to participate can enrol via the Learning and Development site on the intranet.

### **5.5 Kaihautū Ako Māori**

Dr Mary Boyce has completed a significant project, the te reo naming of the activities and disciplines in the RRSIC. This project has highlighted the need for te reo technical terms in the tertiary sector and may require a national and collaborative effort across the sector. Dr Boyce presented at Gradfest on bicultural competence and confidence and what this means for researchers and effective research.

### **5.6 Kaiārahi Colleges**

The Kaiārahi continue to teach the Tangata Tū, Tangata Ora programme and to receive requests from many departments for tailored sessions. We endeavour to find times for these sessions where possible. An additional Kaiārahi Māori was recently appointed, and once her induction is completed, her areas of responsibility will be finalised.

## 5.7 Kaiārahi Service Units

The Kaiārahi continues to work with service units and some significant outcomes this year have been Kia Ngaringari, naming projects for specific departments, advice and training for many campus teams including the UCSA Executive and UC Careers. A tailored version of Tangata Tū, Tangata Ora was provided for CUP students. There are many long-term projects across the university which involve the Kaiārahi Service Units. The Kaiārahi also presented at the recent South Island Tertiary Forum.

## 5.8 Visits from indigenous scholars

Office of AVC Māori recently hosted Ms Shannon Toriki (Manager, Community Investing Strategy and Innovation Group, Kamehameha Schools, Hawai'i). Ms Toriki was in Aotearoa for the Philanthropy New Zealand Summit and was able to spend time in Ōtautahi with both university staff and colleagues from Te Rūnanga o Ngāi Tahu.

## 5.9 Waiata tautoko

Office of AVC Māori organises a weekly waiata Māori session and all staff are welcome to participate. Waiata sessions are held from 11am-12pm each Wednesday in room 208 of the Te Ao Mārama building. If you wish to be added to the mailing list for these sessions, please contact [lisa.beardsley@canterbury.ac.nz](mailto:lisa.beardsley@canterbury.ac.nz)

## 5.10 Te Ratonga Ākonga Māori - Māori Student Development Team

The first term has been a very busy one for the Māori Student Development Team, with many students calling on their advice and support. Engagements with students have continued to increase since moving downstairs in Te Ao Mārama, and many students have commented on the improved visibility of the Māori Student Development Team in the new location. Tuākana have been trained and are now mentoring new students. There were eighty students eligible to graduate in April, (including nine Masters students and one PhD), many of whom participated in the Celebration for Māori Graduates, as well as the UC graduation ceremonies. The Māori Student Development Team is receiving early alerts from 28 100-level courses across Engineering, Science, Arts and Business and we are continuing to engage with other Departments to increase this number. All early alerts are followed up by Māori student advisors in collaboration with teaching staff, and with the relevant student.

Please see below the April 2017 statistics:

Head Count	Domestic												
	APRIL												
	2013	2014	2015	2016	2017	Headcount change from last year				% Change from last year			
						2014	2015	2016	2017	2014	2015	2016	2017
<b>Academic College (course based teaching splits)</b>													
College of Arts	332	340	354	410	457	8	14	56	47	2.4%	4.1%	15.8%	11.5%
College of Business and Law	201	200	243	284	324	(1)	43	41	40	(0.5%)	21.5%	16.9%	14.1%
College of Education, Health and Human Development less Ed Plus	301	294	301	272	270	(7)	7	(29)	(2)	(2.3%)	2.4%	(9.6%)	(0.7%)
College of Engineering	208	230	254	341	360	22	24	87	19	10.6%	10.4%	34.3%	5.6%
College of Science	252	279	311	354	361	27	32	43	7	10.7%	11.5%	13.8%	2.0%
Service Units	24	30	22	40	50	6	(8)	18	10	25.0%	(26.7%)	81.8%	25.0%
<b>Total</b>	<b>898</b>	<b>917</b>	<b>961</b>	<b>1,042</b>	<b>1,133</b>	<b>19</b>	<b>44</b>	<b>81</b>	<b>91</b>	<b>2.1%</b>	<b>4.8%</b>	<b>8.4%</b>	<b>8.7%</b>

## 6. CONNECT

<b>Engagement Data</b>	
Intercom	Open rate 45 % (International benchmark = 21.8%)
Insider's Guide (student newsletter)	Open rate 55.3% (International benchmark = 21.8%)
Twitter	5,060 followers (76 new followers in April) We ranked first for Engagement/Fan ratio with seven tweets in the top 10.
Stakeholder Newsletter	721 Subscribers Open rate 44% (industry average = 17%) Clicks 12.5% (industry average = 2.2%)

### 6.1 Project Communications

A major upgrade of the Capital Works web pages has been undertaken in preparation for moving the site across to the new Web Content Management System (WCMS).

A search of historic photos and other resources is under way to provide materials for the RRSIC and CETF openings to visually tell the stories of Science and Engineering at UC.

A UC Key Facts intranet page has been drafted to provide a single source of truth for publicity, publications and communication and promotional purposes. Communications including speeches, slideshow materials and a Chronicle magazine article were prepared for the Arts Centre facility opening on 17 May. The opening of the building by Hon Chris Finlayson and the opening of the Teece Museum of Classical Antiquities by Professor David Teece and his wife Leigh Teece was well covered in the media and appreciated by staff and donors.

A series of articles are being prepared for the UC Foundation Annual Report.

### 6.2 Media

April media coverage of UC-related topics was mostly positive, much of it generated proactively. Highlights included a successful pitch to Radio New Zealand of visiting Erskine Fellow Frederik Stjernfelt, who was interviewed by Kim Hill on the Martin Luther King myth. College of Education, Health and Human Development academics featured in a discussion on the change to modern learning environments in schools, and whether teacher training is changing to support that. China Southern Airline's sponsorship of UC's Mt John observatory was well covered, with a charter flight taking media and VIPs to the event. Also highlighted was UC student Wesley Mauafu earning a 2017 New Zealand Youth Award, and the award of honorary doctorates at the April Graduation ceremonies.

A US journalist in New Zealand with Education New Zealand was hosted on campus, meeting five academics and sitting in on a CHCH101 class.

An analysis of coverage produced in the 30 days between 1 and 30 April (Broadcast, Internet, and Print) found 573 items. This coverage reached a cumulative audience of 9,727,324 and had an advertising space rate of \$2,748,211.

### **6.3 External Engagement**

The April UC Connect public lecture on ‘Why matter still matters for digital-age workers’ was well attended with subsequent contact with the lecturer from four companies enquiring about the research discussed. Twelve UC Connect lectures are planned so far this year, with the performance music lecture at the new UC Music Recital Room in the Arts Centre sold out.

### **6.4 Stakeholder Relations**

Some complaints have been received about student disruption in Ilam and Riccarton neighbourhoods. These are being managed in in close collaboration with the UCSA, the Police and the Christchurch City Council. Meetings were held in early April with residents and students living near the new Dovedale townhouse construction site to share the plans and address any queries. The next UC Community Meeting is scheduled for 7 August.

### **6.5 Events and Partnerships**

The Events and Partnerships team was heavily involved in the planning and delivery of Year 12 Discovery Day for students from the Canterbury region. The 993 students who attended is a 5% increase on last year.

Engagement with corporate stakeholders, local secondary students and the community through the Crusaders and Tactix partnerships continued with hosting at the games – Christchurch Girls’ High, Christchurch schools Careers Advisors, St Andrew’s College, Marian College, Cashmere High School, Ngāi Tahu, Lincoln High School and Lincoln University staff.

The month also saw in-school sessions with Marian College and Lincoln High School, alongside home game activations and giveaways.

The secondary schoolboy rugby competition, the UC Championship, has commenced, with all players receiving UC-branded sports bags. The secondary schoolgirl competition, the UC Cup, commences in May with all players also receiving UC-branded sports bags. Player profiles are being created and will be promoted and shared with schools and on the Crusaders website from next month.

The Year 12 UCan programme run in conjunction with the Student Volunteer Army concluded, with 40 students from Riccarton, Middleton Grange, St Margaret’s, Cashmere, Marian, Darfield, Papanui, Haeta, Linwood and St Andrew’s attending. Students participating have created mini-SVAs and volunteer projects for their schools.

May through to the beginning of August involves a large number of recruitment activities. Planning is under way for Christchurch information evening, Careers Advisors Update Day, Open Day, Ekea Year 12, Women in Leadership Breakfast Christchurch, the Year 10 UCan programme and more engagement opportunities through our sponsorships with the Crusaders, Tactix and Christchurch School of Music.

The opening of the UC Arts facility at The Arts Centre is the first building celebration of the year, to be followed later this year by the new UCSA building ground breaking ceremony and the grand opening of the Rutherford Regional Science and Innovation Centre (RRSIC) and CETF complex.

## 6.6 UC Foundation

	<b>Income</b>	<b>Distribution</b>
2016 Year End	\$8.6m	\$4.1m
2017 Target	\$9.5m	\$4.5m
2017 YTD (April)	\$2.3m	\$3.2m

<b>April</b>	<b>Donors</b>	<b>Gifts</b>
2001 to date	7,400	23,407
2017 to date	441	680

## 6.7 UCFA (US)

A new US Bank Account was secured in early May after lengthy negotiations.

## 6.8 NZ Trust (UK)

Alumni events in London (135 registrants), Oxford (30 registrants) and Cambridge (19 registrants) took place. 1-1 meetings and business lunches occurred during the week of 8-12 May involving the Director of Alumni and UC Foundation, the University Registrar and the Deputy Vice-Chancellor (Research and Innovation).

## 6.9 UC Foundation

The Foundation's AGM took place in April with record public turnout from three members of the public. The Board approved the commissioning of a review of SIPO and investment procedures with Bradley Nuthall and for Price Waterhouse Coopers to conduct an internal audit of UCF policies and processes.

## 6.10 Fundraising

Annual Fund mailing has raised over \$25k with telephone calling due to start in May. \$300,000 has been raised for the UCSA campaign for the year-to-date. A series of events to be held on innovation and entrepreneurship in Auckland is planned for May to support a visit by the Pro-Vice-Chancellor of Business and Law and the UC Centre for Entrepreneurship Operations Director. The signing ceremony with China Southern Airlines, Christchurch International Airport Limited and the College of Science at Mt John has already been noted elsewhere.

A draft of a legacy strategy has been completed, including a proposal for naming and a full cleanse of database records on legacies received and pledged.

## 6.11 Stewardship

The Registrar, the UC Foundation, the College of Arts and the MacMillan Brown Library hosted a legacy pledger. April also saw significant involvement with other UC departments on the recognition of donors for the UC Arts Centre facility.

## 6.12 Alumni

The Golden Grads event on 5 April had over 160 people attend despite inclement weather. The UC Alumni Facebook page now has over 4,500 followers and remains the second largest of New Zealand university alumni pages. An email newsletter to alumni in April achieved a 31% readership.

The International Graduation afternoon tea in Matariki with the Chancellor, Vice-Chancellor and Registrar was as ever very much appreciated by the International graduands and their families.

## 7. ENABLERS

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

### 7.1 Staff Matters

There remains a continuing focus on actively managing excess (over 25 days) accrued annual leave. Staff are required to load annual leave plans or seek SMT approval to ensure only approved excess leave will be covered into 2018.

### 7.2 Infrastructure

The Christchurch City Council has reassessed the required number of car parks on campus under the District Plan and confirmed that UC complies but is short of around 800 bike stations.

Campus Living Villages has concluded its attempt to find a buyer for its business and is engaged with UC in plans to address water-tightness, seismic strengthening and deferred maintenance in respect of properties in the UC portfolio.

UC and College House representatives met with Heritage New Zealand to discuss a proposal to list College House as a Class One complex of buildings.

To date UC has not been adversely impacted by the ransomware attacks reported in the media. Further risk mitigation work is under way.

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

<b>April 2017</b>	Actual Year to Date \$000	Budget Year to Date \$000	Budget Variance Year to Date \$000 Fav/(Unfav)*	Budget Full Year \$000	Forecast Full Year \$000	Full Year Forecast to Budget Variance \$000 Fav/(Unfav)*
Total Operating Income	114,275	116,275	(2,000)	351,050	347,735	(3,315)
Total Operating Expenditure	111,273	114,125	2,852	360,170	358,967	1,203
<b>Net Surplus/(Deficit)</b>	<b>3,002</b>	<b>2,150</b>	<b>852</b>	<b>(9,120)</b>	<b>(11,232)</b>	<b>(2,112)</b>
Net Surplus/(Deficit) as a % of Total Operating Income	2.6%	1.8%		(2.6%)	(3.2%)	
<b>Capital Expenditure</b>	<b>62,243</b>	<b>95,914</b>	<b>33,671</b>	<b>205,980</b>	<b>205,980</b>	<b>0</b>
<b>Cash/ Short Term Investments/ Short Term Government Stock</b>	<b>282,812</b>	<b>260,930</b>	<b>21,882</b>	<b>138,268</b>	<b>200,007</b>	<b>61,739</b>
<b>Working Capital</b>	<b>185,114</b>	<b>174,604</b>	<b>10,510</b>	<b>107,074</b>	<b>154,222</b>	<b>47,148</b>

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

Actual Total Operating Income is unfavourable to budget as at April 2017. This overall unfavourable position is due mainly to unfavourable variances in sundry income (mainly income from UCF/ Trusts), and tuition fees. Actual Total Operating Expenditure is favourable to budget.

This favourable variance relates to total personnel expenses (the most significant variances relating to leave provision adjustment, academic continuing expense, and general staff temporary expense), and building depreciation. At this time of the year, the majority of the difference is mostly phasing.

We had been budgeting for an operating **surplus** as at the end of April 2017 of \$2.150m, but have returned an operating **surplus** of \$3.002m. This is a favourable variance to budget of \$0.852m.

Capital expenditure is currently \$33.671m below budget. \$53.317m of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year-to-date budget of \$75.688m. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by \$11.300m.

## 8.1 Cash Flow

The April 2017 cash position of \$282.812m is higher than budget by \$21.882m 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 the CETF, RRSIC and Rehua 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 \$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 2016 was within the ranges set.

## 8.2 Working Capital

Working capital<sup>1</sup> of \$185.114m at 30 April 2017 is \$10.510m more than budget, mostly due to the higher cash balance explained above offset by lower other current assets.

## 9. COLLEGE SUMMARIES

College of Arts (Te Rāngai Toi Tangata)

In May the principal focus for the College has been the formal opening of UC Arts - our new location in the Old Chemistry building at the Christchurch Arts Centre. This has included formal opening functions, including that of the Teece Museum of Classical Antiquities and its inaugural exhibition, "We Could be Heroes: The gods and heroes of the ancient Greeks and Romans" which will run until October. The opening hours of the Museum have been set from Wednesday to Sunday, 11am-3pm, with Mondays and Tuesdays reserved for learning groups.

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

The School of Music is already running two regular concert series at the site, a lunchtime series on Fridays at 1pm, and evening series (New Music Central) on Mondays at 7pm, in addition a public composition workshop at 3.30pm Mondays.

The many seminars, publications, performances and other events delivered from the College of Arts are advertised in our weekly newsletter *Arts Update*, and many recent events are included in the following link: <http://www.canterbury.ac.nz/arts/arts-news/>.

Recent papers by Arts Staff, presented nationally and internationally, or publications include Garrick Cooper's "Reflections on Palestine and Zionism" (Maori and Indigenous Studies), Henrietta Mondry (English and Global, Cultural and Language Studies) on "Intimate spaces: Jewess in the Boudoir in Russian Modernist Literature", and David Monger (History) on "'Patriotic Pence" and "Can You Use a Spade?": British propaganda and tangible patriotism in 1917'.

Amongst our research centres, the National Centre for Research on Europe has been celebrating Europe Day, and has recently been in Belgium attending the fourth Research Workshop relating to the international project "Crisis, conflict and critical diplomacy: EU perceptions in Ukraine and Israel/Palestine", and the New Zealand Centre for Human-Animal Studies has been showcased in a special section on "De-extinction" in the the latest issue of *Animal Studies Journal*.

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

Research news from the School of Law: Dr Rhonda Powell and her team ran a very successful symposium on the law of surrogacy on 7 May, supporting a major multidisciplinary project funded by the New Zealand Law Foundation. Lynne Taylor and her research team have just been awarded \$11,800 from Ako Aotearoa to continue the fourth phase of their longitudinal study of law students who began their studies in 2014 at the Universities of Auckland, Waikato and Canterbury, and the Victoria University of Wellington Law School will be joining the study this year.

Congratulations also to Professors Jeremy Finn and Liz Toomey, who recently completed their major research project, which culminated in a 300-page report entitled '*Revised Legal Frameworks for Ownership and use of Multi-dwelling Units*' containing over 40 recommendations for changes to legislation. This three-year project was supported by funding of around \$130,000 from the Building Research Association of New Zealand (BRANZ) and the New Zealand Law Foundation.

UC Wahine Week 15-19 April: Wahine Week was developed by five UC student law societies to celebrate the achievements of women in the law. The week's events include morning teas and panels of female graduates and practitioners, a Q&A with Justice Rachael Dunningham, a quiz night, a family violence law lunch with Justice Minister Amy Adams (also a Canterbury law graduate), a presentation by Law Faculty members about their involvement in the Feminist Judgments project and the *Women's Law Journal*, a discussion session with Lady Heeni Phillips-Williams, and a workshop involving women working in the criminal justice area. The clubs organising the event are Te Pūtairiki Māori Law Students' Society, the Pasifika Law Students' Society, UC Women in Law, Law for Change and UC Crimsoc. All profits from the week will be donated to Aviva Family Violence Services.

UC Centre for Entrepreneurship (UCE): ran another, successful innovation bootcamp for 30 students on 27-28 April, which was sponsored by Tradestaff. Teams worked on various start-up ideas including an app to help people deal with anxiety in real time, a science TV show, and a venture that provides wellbeing and logistical support to International students at UC. Some 25 industry representatives engaged with the students over the course of the two days as speakers, speed mentors and judges.

The winning idea was from Zoe Haws (Science postgraduate) who is developing an app game to help young New Zealanders with hearing impairments become more socially engaged. The judges were so impressed with her idea that she was invited to present at the recent Canterbury TechWeek event where she received great support to help make her app a reality.

UCE has also joined forces with the New Zealand Transport Agency (NZTA) to deliver the NZTA Kaikōura Challenge in Kaikōura, from the 19-21 May. The challenge aimed to assist businesses in the region that are struggling due to the large decline in visitor numbers following the 2016 earthquakes. UCE sent 24 students with a team of mentors and NZTA supporters to undertake the challenge to identify innovative solutions. Subject to feasibility, the winning concepts will be implemented in the coming months.

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

There has been increasing interest from schools in the new Product Design degree. We have already visited many schools, with more visits scheduled. We have also given our first Dean's Award to a full-fee student living in South Africa who has accepted an offer to enrol in the new degree next year.

In 2016 the College Leadership Team (CLT) completed a first round of Health and Safety (H&S) visits to departments and research units. The CLT will be continuing followup H&S visits throughout this year. The visiting teams were very detailed in their assessments, but we found only minor areas where even more care could be taken over H&S messaging. All departments have put these recommendations in place since our first visit. The visits have also provided exposure to members of the CLT on areas of H&S with which they may not be familiar, so it is an exercise we will continue indefinitely. The new ECE and CAPE wings will have formal H&S audits later this year.

Reports on the new CORE continue to be very favourable from staff and students. We are going to use Google Street View inside buildings to promote our new facilities, which will begin once the Eng Café work is completed.

We continue to develop overseas partnerships for exchange and research collaborations and have had a number of recent expressions of interest from various overseas universities related to either study abroad, exchanges or articulation pathways with the College of Engineering. This included a visiting delegation from ChangZhou University arrived to explore the possibility of both academic and student exchange, and conversations with an exchange co-ordinator from the University of New Hampshire. A memorandum of understanding that would facilitate student exchanges between UC and the Technical University of Delft is also under way.

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

As part of our relocation plan to Rehua the College is making very good progress in changing practices in our teaching and learning to embrace the advantages of the new digital technologies and innovative spaces in the new location. The changes we are advancing will better prepare our graduates for adapting to the rapidly changing digital world in which they will work. In particular, we believe our graduating teachers will be leading the field in their preparation for working in innovative teaching environments within our primary and secondary schools.

All of our courses offered through the College now utilise UC's online learning management system referred to as LEARN. LEARN replaces the previous paper based course outlines and reading materials or paper based handouts and assessment details given to students in lectures and also enables students to participate in online discussion forums relevant to the course.

Our recent review of 122 first semester course LEARN sites for 2017, revealed that 88.5% of our courses now require students to submit their assignments online and lecturers provide online feedback and reporting to students (again eliminating the need for any paper-based assignments to be handled). The remaining courses not using online assessment are mostly practice-based courses where we are working towards online e-portfolios for their assessments.

The review showed that 96.7% of our courses make use of “Gradebook.” This is an online system for lecturers to record student grades and for students to access their assessment results. Gradebook also facilitates the electronic processing of final course grades. The use of the online Gradebook system reduces administration time, improves accuracy and overall efficiency of handling students’ marks compared to previous paper-based system for grade recording.

We are in the process of moving practice-based courses to using e- portfolios (as opposed to submitting paper based copies of work portfolios). E-portfolios enable students to collect, curate, and submit electronically examples of their work from teaching or clinical placements. The work submitted and examined electronically may be short video clips, written work online, or reports from education or health professionals who have supervised the students during placements. Currently our Masters of Teaching and Learning programme has successfully adopted e- portfolios of students’ work from teaching practices and we will support staff and students in other practice-based courses to adopt this technology over the next 12 months.

The inaugural online UC Kiwi English, mathematics and science competitions for primary, intermediate and secondary school students (developed by our Centre for Evaluation and Monitoring, CEM,) will run 19 June to 7 July. To date 15,000 students from across the country have registered for the competitions. Given the IT implications this interest has generated, a company called Catalyst has been engaged to host the competitions in the cloud.

Sat 20 May was CEM’s first day for IELTS testing. We successfully assessed 25 students. We have trained new examiners and invigilators who were being supervised by a representative from IDP Australia. A new webpage with online registration and payment has been established and we have also implemented new software including fingerprint and passport scanning technology. We are in the process of scaling up the number of slots available for subsequent sessions to 75 candidates per session.

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

This month has been a busy one for a range of outwards-facing partnership-based activity. On 21 April the College finalised the [sponsorship arrangement between UC and China Southern Airlines](#) to support the University of Canterbury Mt John Observatory in Tekapo. This opportunity is a fabulous new development, supported by Christchurch International Airport Limited, and brokered by the Director of Alumni and UC Foundation. The College was also invited to a mihi whakatau at Ngāi Tahu Tourism (NTT), as a result of its new partnership in astro-tourism with Earth and Sky Limited at Tekapo. We are looking into other potential opportunities to collaborate NTT, including those related to Kaikoura and Franz Josef.

During the last month, we have continued to work hard on a variety of planning and initiatives around EFTS recovery and growth. We now have three new taught postgraduate Masters degrees in the approvals pipeline for first teaching y in 2018. A particular area of focus in planning this month has been understanding trends, patterns and influences on our BSc enrolments. During that process it has become clear that BSc enrolments – except in ICT-related areas – are flat nationally. As indicated previously, a key strategy for the BSc in our marketing is to ensure that we profile the diversity and excitement of career pathways that are possible with a BSc, and this month we took delivery of a range of new collateral reinforcing these opportunities.

On research, we are very pleased that four of our proposals for MBIE Smart Ideas research grants have been successful in progressing to the second round. Of these four proposals, which have a total value of \$3.9m, three are Biomolecular Interaction Centre collaborations lead by Ren Dobson, Paul Gardener (both from Biological Sciences) and Fez Fairbanks (from Chemistry). The fourth is lead by Andy Nicol from Geological Sciences. The timeframe for submission of the full proposals is very tight, and so these PIs are now into full proposal writing mode.

On RRSIC matters, detailed planning continues for the decant and subsequent operations in the new environment. A focus for this month has been on detailed H&S matters. We have also made more progress on planning for the consolidation of the specialist science workshops on the ground floor of the Rutherford building.

## **10. Conclusion:**

Managing and mitigating the impact of expected delays in completion of the RRSIC (end of September) and Rehua (8 November) which now converges with the expected completion of CETF (30 September) has become critical. Knock on effects on decommissioning the temporary villages, resourcing new projects for 2018 and maintaining momentum are being assessed.

Positive news and events have created optimism including the UC Arts opening, re-accreditation of the MBA by AMBA, and over 400 expressions of interest in the new Bachelor of Product Design degree and a successful half-day seminar on changing pedagogy attended by SMT, academic and general staff.

The coming month should see confirmation of growth in student numbers through mid-year enrolments and interest by prospective students, as well as progress in selecting a contractor for the UCSA building – Haera roa.

## **11. Appendices**

### **11.1 Appendix 1: Building Update**

#### **Overall**

All campus projects continue to be very busy with the number of tradespeople on campus presently exceeding 500. Work is continuing safely on sites with no major injuries 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 & Safety implications on the University's day-to-day business and reputation. In addition the Contractor Round Table Forum continues to meet having expanded representation to include the Early Works contractor on the UCSA site and the Dovedale Campus Residential Accommodation project and links its function and initiatives to the Campus Construction Safety Group agenda.

#### **Current Building Status**

#### **Key Progress this month:**

#### **Major work**

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

#### **RRSIC Stage One**

The Construction Programme status as follows:

- Baseline Practical Completion date – 10 April 2017
- Contract completion date 2 May 2017

Programme delay is mainly due to delays in starting landscaping works, and commissioning of services, FCCL has continually committed to providing access to the teaching areas for 17 July 2017. However, as this will likely be compromised by late commissioning to HVAC systems, UC is working on plans to mitigate delays that might compromise delivery of teaching at the commencement of Semester Two and working on a "Plan B" in the event that delays cannot be mitigated.

On site works are as follows:

- Second fix installation is in progress on all levels.
- The installation of the chilled beams is nearing completion.
- Suspended ceiling framing is nearing completion on levels two to five and works on Level one commenced.
- Internal wall framing is complete to all levels with plasterboard stopping and painting progressing to the remaining areas of level one.
- Installation of flooring continues to areas as and when they are available, this is being installed prior to joinery installation.
- Services installations, fire, electrical, HVAC, lab gasses, AV, security and hydraulics continue on all available floors. As sections are completed the services are tested to confirm installation.
- External works are progressing slowly.

- The Café fit-out tender has now moved to negotiations commencing with the successful operator with a view to completing fit-out and opening no later than the mid-Semester break. The implications of the potential delay in commencement of teaching and the logistics involved now make it impractical for this to be any earlier.

### **RRSIC Stage Two**

- The contract for Stage Two has been executed, and the first two levels of the von Haast building handed over to Dominion.
- Testing for contaminants and asbestos is under way.

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

#### **Tranche One**

- Practical completion has been awarded for both ECE and CAPE.
- CORE was handed over to UC on 15 February and as planned teaching commenced from the start of Semester One. The CORE area is very well used and has received many compliments. However, Practical Completion will not be provided until Plant Room 12 is fully commissioned due to co-dependencies with CORE. It is anticipated this will be completed by the end of May.
- The CORE UCSA Café fit-out is under way but has been subject to delays incurred by suppliers with the fit-out now expected to be completed by the end of June. A temporary coffee cart has been provided within CORE and food trucks are supplementing cuisine offerings adjacent to the building.

#### **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.
- Hawkins have raised an early warning of a 3-5 day delay to practical completion of the Fluids and Structures laboratories. The programme is under review by Hawkins who will confirm the validity of the early warning and any mitigation options at the mid-May CETF Collaborative Management meeting.
- Aside from this specific early warning, works are generally progressing well on site and neither the External Project Manager or Independent Programme Expert are reporting any significant issues in respect of the 30 September practical completion dates for either Tranche Two wing.

### **Electrical Link Reclad**

- Demolition of all façades is progressing well and scaffolding is now completed.
- Trial rain screen panels have been tested and the shop drawing process for these and the alucobond cladding are well advanced.
- As a result of finding considerable roof guttering decay and lower falls than the building code requires the gutter will be demolished and replaced.

- As the colour steel roofing is nearing 30 years of age it has been recommended and approved by the PCG to replace it with new iron ensuring the roof is subject to new warranties.
- Some program delay has been experienced but the budget position remains strong.

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

- The project is currently on budget with the major budget risk at present being continued programme delay.
- Cash flow to complete the project remains achievable at circa \$4m per month if there are no further major delays.
- A weathertight shell will be achieved by mid-May with the internal façade panels now fitted to 90% of the building elevations and external glazing is well under way.
- Completion of the external façade also remains a significant programme risk although this risk is reducing as progress is being made with shop drawings, QA is implemented and Hawkins implement Last Planner for the production phase.
- Fit-out works are proceeding on track in the North building and have now commenced in the South building including internal partition installation on the first four levels.
- Gib fix and install is the key trade on the programme critical path. Gib installation commences on 15 May and Hawkins has confirmed their subcontractor capability to maintain high production rates.
- AV and FF&E estimates are on budget and procurement will proceed as per the programme dates.
- The Café fit-out tender was issued on 12 May 2017 with tenders closing 16 June 2017.
- Planning for UC works and decant is well under way with stakeholders providing input to a master programme managed by the external project managers.
- Design work for the cultural narrative is complete for the cultural centre (formerly Coppertop). This work was ably facilitated by Athfield Architects and has been well received by Māori and Pasifika groups.

### **Other Buildings/ Projects**

#### **UCSA**

- The Early Enabling Ground works will be completed by June 2017 before handover to the main contractor. The soil cement stabilisation works have been completed, with only the gravel raft to be completed.
- The building documentation is currently being processed by the various consenting authorities.
- The final tender documentation is currently being priced by the shortlisted contractors.
- The project is still on track for the building to be operational by February 2019 and remains within the total approved Business Case budget.

## **Residential (Student) Accommodation**

### **Demand and supply of beds**

- Capital Works continues to work with Student Services and the PCG on developing a high level strategy, and has reviewed the demand forecasts updated provided by PriceWaterhouseCoopers in April. This has informed the timing of future developments with the next development indicated to be required for 2020.

### **Postgraduate apartments at Dovedale**

- Works have commenced on site with initial site stabilisation and creation of the gravel raft under way. Review of the services technical design continues.
- Resource Consent has been received by the Design Build contractor as well as initial building consents.
- Fortnightly communications are being provided to CLV for the Sonoda residents, and a broader communication plan has been initiated for Dovedale-based UC staff.

### **Head leases and standalone houses**

- The Accommodation PCG continue to monitor the situation.

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

- The design solutions in order to achieve Council policy of 67%+ NBS strengthening have been completed and final costings and an associated program of works have been presented to the Residential Accommodation PCG.
- Discussions with CLV have commenced on when these works can be undertaken as it requires CLV to manage occupancy to provide access over a summer.

Projects in planning this month include:

- Kaikoura Field Station replacement
- Logie and Locke refurbishment
- Innovative Teaching Environments
- New Teaching spaces
- Vacating Dovedale and Kirkwood Villages

## 11.2 Appendix 2: Upcoming Events Calendar:

<b>Date (day/date/month)</b>	<b>Event name</b>	<b>Key goal</b>
Tuesday 23 May	College of Science – A Future in Science Careers Event	Recruit
Wednesday 24 May - Wednesday 2 August	UC Cup	Promote
Wednesday 24 May	UC Connect public lecture: To fall or not to fall: The Science of Rock-climbing. Presented by Professor Nick Draper	Promote
Thursday 25 May	Crusaders In-Schools Training session	Promote
Tuesday 30 May	UC Cup Training session	Promote
Wednesday 31 May	UC Connect public lecture: Life in conflict: Notes and afterthoughts from a performer/composer. Presented by Professor Mark Menzies	Promote
Saturday 3 & Sunday 4 June	Small states and the changing global order: NZ faces the future	Conference
Saturday 3 June	Crusaders v Highlanders	Promote
Wednesday 7 June	Tactix In-Schools Training session	Promote
Wednesday 7 June	Information Evening (Christchurch)	Recruit
11 - 12 June	Careers Expo (Hamilton)	Recruit
Wednesday 14 June	Tactix v Southern Steel	Promote
16 - 17 June	Careers Expo (Wellington)	Recruit
Tuesday 20 June	UCF Christchurch Donor Thank you	Promote
26 & 27 June	Update Day	Recruit
Tuesday 27 June - Saturday 1 July	World Marketing Congress 2017	Conference
Friday 30 June	Crusaders In-Schools Training session	Promote

### 11.3 Appendix 3: VC Activities

<b>Past</b>	
27 April 2017	<ul style="list-style-type: none"> <li>• Attended an event to thank people who Supported UC's Centres of Asia Pacific Excellence (CAPE) Bid</li> </ul>
28 April 2017	<ul style="list-style-type: none"> <li>• Attended the closing of the Air New Zealand Exhibition at the Canterbury Museum</li> </ul>
01 May – 06 May 2017	<ul style="list-style-type: none"> <li>• Travelled to China on UC alumni and recruitment business</li> </ul>
10 May 2017	<ul style="list-style-type: none"> <li>• Met with Ms. Priya Peter, Principal of the Mussorie International School in India, with Lynn McClelland</li> </ul>
11 May 2017	<ul style="list-style-type: none"> <li>• Hosted a VC's Welcome to New Staff</li> <li>• Attended the New Zealand Federation of Graduate Women Awards Evening</li> </ul>
16 May 2017	<ul style="list-style-type: none"> <li>• Attended an SMT Development Day</li> <li>• Hosted a Dinner for Christchurch CEO's at the Arts Centre</li> </ul>
17 May 2017	<ul style="list-style-type: none"> <li>• Attended the Official Opening of the Arts Centre</li> </ul>
19 May 2017	<ul style="list-style-type: none"> <li>• Hosted the Committee on International Policy from Universities New Zealand at UC</li> </ul>
22 May 2017	<ul style="list-style-type: none"> <li>• Attended the Ilam School Board of Trustees Meeting</li> </ul>
23 May 2017	<ul style="list-style-type: none"> <li>• Hosted a forum alongside the UCSA</li> </ul>
24 May 2017	<ul style="list-style-type: none"> <li>• Participated in a teleconference of the Governance Oversight Group</li> </ul>
25 May 2017	<ul style="list-style-type: none"> <li>• Presented a lecture to the Masters of Policy and Governance Course</li> </ul>
27 May 2017	<ul style="list-style-type: none"> <li>• Attended an Early Childhood Learning Centre 30th Anniversary Event</li> </ul>
30 May 2017	<ul style="list-style-type: none"> <li>• Hosted the Committee for Canterbury Steering Group Meeting at UC</li> </ul>
<b>Future</b>	
01 June 2017	<ul style="list-style-type: none"> <li>• Attending the Early and Emerging Career Researchers Certificate Presentation</li> </ul>
02 June 2017	<ul style="list-style-type: none"> <li>• Attending an SMT Development Day Hosted at Tuahiwi Marae</li> <li>• Speaking at the Student Run Club Global China Connection Awards</li> </ul>
06 June 2017	<ul style="list-style-type: none"> <li>• Attending the Teaching Week Opening Ceremony</li> </ul>
07 June 2017	<ul style="list-style-type: none"> <li>• Attending the CDC Winter Economic Update</li> </ul>
08 June 2017	<ul style="list-style-type: none"> <li>• Attending a Universities New Zealand Meeting</li> </ul>
09 June 2017	<ul style="list-style-type: none"> <li>• Attending a Universities New Zealand Meeting</li> </ul>
12 June 2017	<ul style="list-style-type: none"> <li>• Visiting Burnside High School and Hornby High School on Engagement and recruitment business</li> </ul>
16 June 2017	<ul style="list-style-type: none"> <li>• Attending the Chief Executives Forum in Hanmer</li> </ul>
20 June 2017	<ul style="list-style-type: none"> <li>• Attending a Christchurch Donor thankyou event hosted by the University of Canterbury Foundation</li> </ul>
21 June 2017	<ul style="list-style-type: none"> <li>• Speaking at a new staff induction</li> <li>• Meeting with the Auditor General, Martin Matthews at UC</li> </ul>
22 June 2017	<ul style="list-style-type: none"> <li>• Participating in Teleconference for the University of Canterbury Foundation in America</li> </ul>
27 June 2017	<ul style="list-style-type: none"> <li>• Speaking at the Christchurch Update Day hosted at UC</li> </ul>

**11.1 Appendix 4: UC Function Chart**