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UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

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

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1. INTRODUCTION

The end of the 2017 academic year is rapidly approaching. Examinations, marking, graduation and summer school together with research and supervision lie ahead. Gaining Council approval for a number of capital projects, closing out our arrangements for RRSIC Stage 1 and CETF, engaging with prospective and returning students and adopting the 2018 budget will take place between now and the end of the year. While there are challenges at this time of year there are signs that 2018 will see a further recovery in domestic student enrolments and continued growth in our international student numbers along with access to and use of long-awaited facilities. Years of effort by many staff are showing visible signs of a stronger, vibrant university.

2. STRATEGIC MATTERS

2.1 UC Futures

UC has balanced a wide range of risks and issues since the earthquakes, and one of the key clusters of work to address these has been the UC Futures transformation programme. The programme and UC have now moved to a new phase of development. UC is now managing far fewer issues and risks, and within UC, the UC Futures programme is also managing far fewer, mostly relating to the classic challenges of construction in a rebuilding city.

The project teams and a large number of staff have been managing these risks and issues closely and with care. This approach has meant that UC has dodged a few bullets and the construction sites have largely been safe sites. UC uses the Australia and New Zealand standard for risk management as part of its risk management framework and approach. It is fortunate to have a number of specialist experts in risk management among senior managers who are skilled in this important area of management.

2.2 Rutherford Regional Science and Innovation Centre (RRSIC)

Dominion Constructors' work on the von Haast building continues to remove asbestos. The unexpected extent of the asbestos in the building means that the project is likely to be delayed. The contractor has worked with the UC project team to agree a new methodology for the demolition to try to make up some of that time. The new methodology may be noisier and some exams have been moved to avoid disruption.

UC looks forward to the handover of RRSIC Stage 1, the large new science laboratory and learning block, in late October. Although this date will not be the practical completion date, it will mark a significant milestone for UC and the College of Science. Those who have had an early look have been impressed by the design and the quality of the build. Health and safety on this site have been well managed and in recent months the number of incidents has reduced to very low numbers.

2.3 Canterbury Engineering the Future (CETF)

The College of Engineering is poised to finally return to a completely rebuilt precinct with some work on hold until the final stages of re-occupation. Repairs to the earthquake damaged and leaky Electrical Link building are nearing completion. The Micro Electronics and Nanofabrication Laboratory staff have been moving in progressively over the month of October - the first group to re-occupy the building. Each floor will be re-occupied progressively over this quarter. There have been some challenges around repairs to this building, with the unforeseen need to replace the roof, as well as a range of issues typical of the repair of multi-storey leaky buildings. The contractor, Dominion Constructors has done a good job and is working with UC to manage delays caused by bad weather. These works are now expected to be complete by the end of October.

The final elements of the construction of the Engineering CORE building are almost complete. Teams have been working behind the scenes to complete technical infrastructure while the building has been occupied by the College and UC community.

2.4 Rehua completion and commissioning

The last tower crane has been removed from the Ilam Campus – the tower crane on the Rehua building site. This is a welcome milestone in the completion of the construction projects and a reduction in health and safety risks on the Ilam Campus. The buildings fit-out has started with painting and floor coverings. Fit-out construction is active on all floors in both buildings. This is being carried out while the external façade work continues.

UC has expressed some concern to the contractor that this project is unlikely to meet its revised deadlines and this has now been confirmed by the contractor. The two Colleges which are scheduled to move into this building are now planning for a later occupation of the buildings in the first quarter of 2018. UC continues to press for the schedule to hold, and for the building to be built to a high quality on a safe site.

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.

The last quarter of 2017 sees several undergraduate programme reviews being conducted. The LLB degree was reviewed in September and upcoming reviews are underway for the Bachelor of Teaching and Learning (Primary) and the Bachelor of Teaching and Learning (Early Childhood) in October. The final undergraduate degree for review in 2017 is the Bachelor of Sport Coaching. The graduate attributes are considered in each of the reviews in relation to critical competence in the core discipline.

UC academic staff now have a resource to support the introduction of the Graduate Attributes with the introduction of the Graduate Attributes intranet site. The site provides educational design support and model examples of the use of tools to develop and redevelop courses to support the five UC Graduate Attributes. A major milestone will be reported on next month, with UC having reviewed 75% of all its undergraduate degrees as part of our routine quality assurance process but also to check current delivery of the attribute curricula to students. Once the attribute curricula are fully implemented, UC bachelors' degree graduates will be able to provide evidence that they have the four UC specific attributes along with the critical academic competence in their core discipline.

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.

A range of activities reflecting the employable, innovative and enterprising attribute is evidenced through the mapping exercise conducted by the Colleges. Common activities reported in the mapping exercise include report writing for an organisation, case studies that focus on finding solutions for specific problems that have social or economic impact and team-focussed problem-solving. In addition to the curriculum, UC students had the opportunity to take part in the Kathmandu 48-hour Social Enterprise Challenge.

Students competed locally before taking part in the national finals competition at UC. Mentors and judges from across industry and social organisations supported the students.

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 Hui was held on 4 October. Colleges updated their progress with the attributes. Colleges are engaging in a range of activities including further development and review of new required courses that address the BiCC attribute, considerations for enhancing content in existing courses and further ideas for staff development.

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.

In addition to student activities, Colleges are mapping existing teaching and learning activities relative to the Engaged with the Community attribute. Examples of activities that reflect this attribute include students interviewing members of a community to understand various impacts of a range of disciplines (e.g. health and health policy, and science) and students engaging in community projects across a range of disciplines.

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.

Mapping of the Globally Aware attribute is highlighting ways UC students experience global awareness through the curriculum. In addition to courses where global awareness is the focus, students are engaging in learning activities that involve comparisons of health, political, and environmental systems across the globe, and making connections with students in other countries to reflect on global differences. Students have ongoing access to tutorials through the UC Global Experience hub to prepare for student exchange.

2.6 International Growth Strategy

In September, UC exceeded its full-fee paying international EFTs enrolment targets for 2017. This is a major success for UC which, having recovered to its pre-quake levels, is in the process of growing its international student body after the earthquakes and global financial crisis. UC has an increasing international student body with both New Zealand residents who were born offshore and students who have moved to New Zealand to study. This diversity is reflected in UC's student clubs and societies, with growth in both the size and number of those which have an international focus.

Representatives from the UC Emerging Leaders Development Programme (ELDP) hosted 60 visiting students from Jiangxi in China, involved in a Leadership in Higher Education course run by the College of Education, Health and Human Development. ELDP representatives took the visiting students through an afternoon of activities inspired by Kiwi culture, and were then taught some language skills by the visitors. The ELDP students who attended are either studying Mandarin at UC or have been selected to participate in the International Internship Programme coordinated by Dr Stephen Hardman.

2.7 International Partnerships

September saw a successful visit by 18 students from Oxford University to UC for a three-week course: *Re-imagining the City: Lessons from Christchurch*. This was an opportunity for UC to reciprocate Oxford's generous hospitality following the 2011 earthquakes when a number of UC students studied there for a term.

2.8 Study Abroad and UC Exchange

This month has focused on attendance at recruitment events in the US, as part of the US Fall recruitment season. The focus has been on prospective Study Abroad students for July 2018 and beyond. Fairs and visits have so far been attended at State University of New York (SUNY) Brockport, SUNY Geneseo, SUNY Fredonia, University at Buffalo, (SUNY)Buffalo State University, Case Western Reserve University, The University of North Carolina at Chapel Hill, Florida Atlantic University, Smith College, Mt Holyoke College, Duke University, Pace University, Northeastern University, Wheaton College, Western Kentucky University, The University of Tennessee, Carroll University, University of Massachusetts Amherst, Ithaca College, The University of Vermont, Beloit College and Princeton University, as well as visits with some of UC's key provider partners. Further visits took place in the first week of October and UC will attend the IIE summit on Generation Study Abroad.

On campus, the team has been undertaking promotion and running seminars for Semester Two 2018 outbound exchanges. Application processing is also well under way for incoming Study Abroad and Exchange students for Semester One 2018, and visits have been hosted in September for the University of California exchange programme and GoZealand, a key agent for German Study Abroad.

2.9 Recruitment

In September, international recruitment events (including Education New Zealand, agent and institutional partner events) were attended in Southeast Asia (Singapore, Philippines, and Vietnam), North Asia (PR China, South Korea, and Japan), United Arab Emirates (Dubai), South Asia (India) and Europe (Denmark). The Associate Director of International Growth Strategies also attended the annual EAIE Conference in Seville.

A Paris School of Business Information session was held on campus mid-month for UC students interested in the January 2018 intake. Key Student Services and Communications (SSAC) staff attended an Immigration NZ interview hosted by Gravitas Research, to share UC's challenges, opportunities, experiences and perspectives. A business development meeting was attended by ENZ and key UC staff.

2.10 Pre-assessment

It is a busy time for the Admissions team with enrolment opening on 3 October. New admissions processing reports have made it easier to see the status of applications and how long they have been in the pipeline, which allows greater ability to turn applications around quickly, resulting in faster processing times. Admission team members are continuing to work closely with the Easy Enrolments/Student First team to sort out letter issues before the new components go live in late October.

Team members attended NARIC (the national agency for the recognition and comparison of international qualifications and skills) training in Auckland. This covered new updates on *Education in English-speaking Africa* and *Education in India, Pakistan and Bangladesh*.

The second cohort of Christchurch College of English Language (CCEL) students has graduated. They were presented with offer letters at a ceremony held in the Stewart Room on 22 September. There were 20 students, 14 of whom were accepted into the Executive Development Programmes' (EDP) October intake.

Navitas, the operator of UCIC, confirmed its acquisition of CCEL, the Christchurch College of English Language, and announced the retirement in mid-2018 of its founder and managing director Dr John Wood QSO.

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 on spring and with student clubs have driven growth. The Online WCMS phase III project continues with the College of Business and Law sites being launched. Google AdWords has experienced good growth as have video views and banner advertising response. Total online results (clicks, likes and video views) are up 76% year-on-year.

A Mature Market campaign utilising newspaper and online marketing in the local catchment area has been completed which resulted in 5,000 clicks. An accommodation online campaign has been completed, resulting in 3,000 clicks. Campaigns are in market for Summer School, College of Arts and the School of Law.

Development of specific 'brand stories' for the College of Education, Health and Human Development College of Education, Health and Human Development, the College of Engineering and the School of Law is under way. This has involved interviews with students, staff and alumni. A suite of videos will be implemented progressively over the year – the College of Science and the School of Business have been completed.

The *2018 Postgraduate Prospectus* and *2018 Guide to Enrolment* have been printed.

3.2 Liaison

Liaison hosted a workshop with Careers Advisors from ten priority schools in Canterbury to seek input to planning the 2018 outreach and recruitment events calendar. College Outreach Co-ordinators also attended, with useful insights gained from the discussions – particularly the importance of timing key outreach activity to influence subject choices early in Year 11.

Liaison saw 78 prospective students for one-on-one course advice/intro information on site. Calls were made to 400 students on the Customer Relationship Management (CRM) system, to follow up on students outside of Christchurch and remind them to complete their accommodation applications.

3.3 Admissions

Enrolment opened on 3 October, and applications are coming through for 2018 entry. The development of new operational reports has made it easier to see where applications are sitting, enabling faster processing times.

3.4 Enrolment

Enrolments and the Helpdesk have been relatively quiet over the last month, leaving time for some of our team to complete training, to participate in 'Spring into Action' wellness month events, and meet with other teams across campus to discuss how we can work together more effectively.

We met with the Student Care team to discuss the Students Online visa application process, applications made directly to Immigration New Zealand, New Zealand Aid students and the Section 61 process. By clarifying each process and its requirements, we have identified how the each team can assist students, and also work together in specific situations.

We have been working with the Executive Development Programme (EDP) team in preparing for the new cohort of students enrolling from 5 October. EDP staff are meeting with each student prior to their completing enrolment. They plan to have address details updated and courses added and approved, which should make the enrolment process straightforward.

The Enrolments team and the College of Education, Health and Human Development are working together to manage the vetting process and overseas police certificates. We are also working on ideas and suggestions made by the CANTEACH agent, to see how we can improve the enrolment experience of our 2018 CANTEACH students.

3.5 Scholarships

Scholarships targeting domestic school leavers were processed and offers were sent to students in the first week of October much earlier than in previous years. Scholarship offers have been aligned with accommodation offer timeframes giving students certainty around the outcome of their scholarship application as they confirm their accommodation offer. There are 401 awards available from this batch of 23 scholarships.

Applications for scholarships for postgraduate study have opened and there are 67 scholarships funded by UC or donors available for application by 30 November. Plans and resources are in place to process these scholarships within shorter timeframes than past years in order to support student recruitment into postgraduate study.

3.6 Accommodation

Accommodation applications closed 30 September with the team working to make sure late applications were sent to the halls for selection. The introduction of the application fee has not markedly reduced the number of applications – with 1,683 applications, only 71 less than 2016.

Early indications are that all catered halls will be full with first year students and self-catered numbers have increased across all cohorts.

159 Go Canterbury scholarships have been awarded to students from Auckland and Wellington, with offers timed to go out together with the accommodation offer. This will help students to accept the offers more quickly and give more certainty around numbers.

Hall tours started for 2019 prospective students from mid-October.

3.7 Contact Centre and Shared Services

The Contact Centre is now fully staffed for the enrolments period, with the training of four new casual team members completed in September.

The Student First Easy Enrolments pilot for the College of Education, Health and Human Development has been very successful, with the Contact Centre receiving minimal enquiries.

3.8 Student Success

3.8.1 The Disability Resource Service

Currently 611 students are registered with the Disability Resource Service (DRS) and are engaged with their Advisors and staff from the Alternative Format Centre to access support assisting them in their chosen field of academic studies. Record numbers of students have requested support from the service this year.

This compares to 565 students who had registered with the service at the completion of the 2016 academic year, an increase of 8.1%. This number will continue to increase over the term.

DRS supports students in about 180 courses of study across all fields of study. DRS staff continue to support students with academic support for departmental tests and are gearing up for end-of-year exams.

3.8.2 Student Care

During September, Student Care had a total of 366 student engagements. 178 of these were new student engagements. In addition to this the team managed:

- ongoing staff enquiries about particular students needing guidance/advice
- prospective enquiries – two to three enquiries per week each from prospective (mostly international) students for information. The students were re-directed to the right service if necessary
- a Business School outreach to 38 domestic and 18 international students
- four critical incidents. Student Care supported the students involved and liaised with services on campus and in the community to manage these situations. The themes of these involved mental health, threats to other students' safety, assault and harassment
- negotiating further social work student fieldwork placement involvement for 2018 with the Social Work department (Semesters one and two, 14 week placement).

During September, members of the Student Care team attended the workshop supporting the Rainbow Community in Tertiary Education and the Islam Faith workshop. Staff also attended the *In Our Own Words* report presentation by the New Zealand University Student Association/Thursdays in Black. This highlighted some of the key findings of a recent online survey on tertiary students on sexual violence and harassment. Student Care staff were available during this time to support anyone triggered by the information presented.

The team also attended Lifekeepers National Suicide Prevention training.

Student Care supported UC staff to enhance skills and confidence in identifying and responding to the needs of students with the development of the *Support Students in Distress Guide* and delivering Psychological First Aid training workshops.

3.8.3 Student Experience

Research Student Orientation

Fifteen students attended the September PhD and Masters by Research Student Orientation. All were international students representing eleven different countries including Canada, China, India, Iran, Malaysia, Pakistan, Poland, South Korea, Sri Lanka, United Kingdom and the United States. Additionally, all fifteen are enrolled at a PhD level and rated their experience of the session favourably.

Emerging Leaders Development Programme

Representatives from the Emerging Leaders Development Program (ELDP) hosted 60 visiting students from Jiangxi in China.

The year-long ELDP includes a service learning component focused on learning about leadership through service. This year 90 students worked on nine different service projects including tutoring in Hornby High School and supporting 0800HUNGRY. Some ELDP recipients attended Rotary meetings and one student contributed over 150 service hours to Rotary. The projects wrapped up in September to shift students' focus to final academic assessments.

3.9 Pacific Development (PDT)

3.9.1 Outreach

PDT worked with Education Plus to spend time with around 40 Year 11, 12 and 13 Tongan students doing their Tongan language examinations at UC. PDT provided advice for students intending on attending UC next year, and also promoted up and coming UC events for secondary school students.

PDT worked with Te Pūtairiki who were travelling to West Coast secondary schools to deliver workshops to potential UC students and created the materials and programme that Te Pūtairiki used to engage with around 60 students.

3.9.2 Retention

During the UC holidays advisors used this as a chance to follow up with all Pasifika students who underwent Academic Progress Review, as well as working with the Colleges to follow up on Pasifika students who had fallen behind in study.

3.9.3 UC Pasifika Strategy

Report on the UC Pasifika Strategy: the goals of the UC Pasifika strategy have been comprehensively reported against and provided to the Vice-Chancellor, SMT and Council. Positive feedback has been received and will be used to inform next steps.

Pacific Peoples Advisory Committee (PPAC): the external Pacific Peoples Advisory Committee (PPAC), had a good turn out last month. The group reviewed and accepted the revised terms of reference. A lively discussion around retention issues, scholarships and a new AKO proposal was both rigorous and useful.

Pacific Advisory Strategy Group (PaSAG): the internal Pacific Advisory Strategy Group (PaSAG) also met last month and reviewed its terms of reference. The group is looking at how we can harness the skills set of Pasifika academics and /or PhD students for use on Pasifika panels when Colleges are reviewing their courses and programmes to include Pasifika input into content. More collaboration with College Deans is needed to progress this.

The Ako Research Project: the AKO research project *Implementation of a Pasifika Resource Kit* has been a powerful ally in progressing the UC Pasifika strategy. The Acting Director – Project Lead and Kaiārahi Pasifika – Project Coordinator have been in demand in unpacking this resource kit for staff at UC and disseminating this further outside of UC in both Wellington and recently in Auckland at the Pacific Tertiary Forum. They have also gratefully received a Vice-Chancellor award for costs to be able to facilitate a one-hour workshop at the International Education Association (ISANA) and Australia and New Zealand Student Services Association (ANZSSA) annual two-day conference in the Gold Coast (4–8 December 2017). The conference theme is 'Widening Perspectives of Student Success'.

The Pacific Tertiary Forum held recently in Auckland provided an opportunity for Tertiary institutions and organisations to network and share ways in which they are working to improve retention and completion rates for Pasifika learners. The Tertiary Education Commission's CEO Tim Fowler spoke in depth about what Georgia State University has been doing to improve completion and achievement rates for their African American and Hispanic students.

3.10 Student Experience

3.10.1 UC RecCentre

Visits and memberships

The third quarter has seen 83,656 turnstile visits, for a year-to-date total of 221, 547. As of 30 September, there were about 7,914 members, of which 93% are UC students.

3.11 UC Sport

UC finished the year as the top South Island institution and fifth overall at the University and Tertiary Sport New Zealand championship. Recent results include:

- UC Falcons Basketball (Men) beat Lincoln University in the National championship final to gain a first official title. UC Falcons Basketball (Women's) placed seventh. UC Falcons Netball team placed seventh in its tournament in Auckland.
- UC Sport recently supported the Scholarship team and ELDP, making selections for 2018 recipients from a pool of 324 sport applicants. Discussions are under way on how the team can support these students to further to enhance their experience within the ELDP programme and their overall experience at UC.
- The team attended the annual showcase held by the School of Health Sciences and outlined the opportunities and learnings available to about 30 UC students via our sport internship programme.

4. CONCENTRATE

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

4.1 Deputy Vice-Chancellor

4.1.1 Academic Services

The major activities for Academic Services this last month have been two major surveying activities: UC Postgraduate Student Experience Survey (UCPEQ) and the Graduate Destination Survey (GDS). UCPEQ is conducted every two-to-three years and we had a positive response rate of 55%. Analysis of the UCPEQ is now taking place. The GDS is an annual survey and is central to understanding the graduate experience and employability, and also central for data collection for our quality assurance processes used in programme reviews and engagement with the UC Graduate Attributes.

The group also engaged recently with three workshops organised by the Academic Quality Agency (AQA) and Universities New Zealand (UNZ) on the student voice in quality assurance, the annual AQA workshop, and CUAP processes. In 2018, CUAP will be introducing a more streamlined approach to programme approvals. The group are also in discussion on the form and processes for the Cycle 6 Academic Audit, but it has been agreed that Cycle 6 Academic Audit will include a sector wide "Enhancement Theme" on Māori and Pasifika tertiary education. UC's AVC Māori and AVC Academic (Acting) are developing a UC working group that will scope and enact a work programme to improve aspects of Māori and Pasifika tertiary education that are of particular importance to UC.

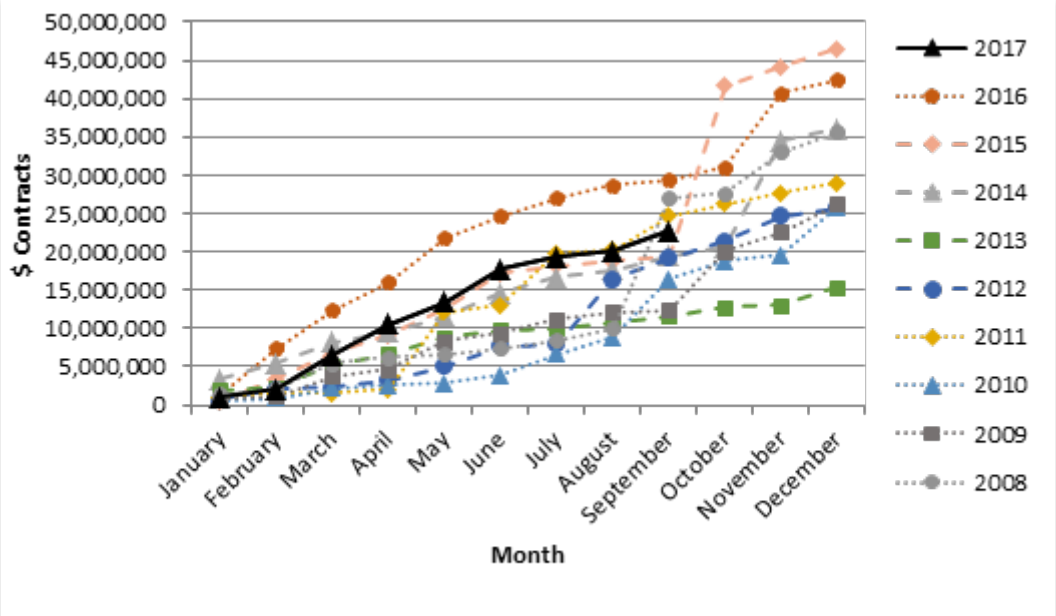
4.1.2 Timetabling

The Timetabling Unit successfully released the 2018 Timetable to staff and students on 3 October to coincide with the opening of enrolments. The Unit underwent a robust draft period with consultation from all departments to ensure an optimal timetable for both staff and students. The production of the timetable requires a lot of time and effort across the university, and is a joint effort across schools, departments, Learning Resources and the team itself. The timetable included the extension of core teaching hours starting at 8am and finishing at 6pm, with ultimately about 5% of timetabled instances of teaching now occurring outside of the previous 9am to 5pm core hours. The greatest teaching space needed outside of 9am to 5pm is for large lecture theatres of >200 capacity. In 2018 we add the Warehouse Lecture Theatre and in 2019 we add access to the Ngaio Marsh Theatre under an arrangement proposed with UCSA.

The university remains committed to maximising teaching between 9 am and 5 pm where possible. The team also released the summer school 2017-2018 timetable at the same time, which should result in more certainty for UC students when considering summer school enrolments.

4.1.3 Research Funding

Research & Innovation (R&I) continues to manage and report on a significant portfolio of contracted research currently comprising 382 research contracts, worth a total value of $131.1 million. In 2017 year to date, 160 contracts worth a total value of $22.8 million have been executed, and 44 contracts worth at least $15.2 million are in the process of being executed. UC holds 57 National Science Challenges contracts worth $21.5 million and 43 CoRE contracts worth $27.1 million, with seven NSC/CoRE contracts being processed worth $60,000 pending.



UC has been successful in the recent Rutherford Discovery Fellowships process, with Dr Katurji (College of Science) being awarded a five-year fellowship to research atmospheric boundary layer meteorology that aims to study how the lower atmosphere interacts with Earth's surfaces. Dr Katurji's research revolves around measuring, modelling, simulating and analysing surface-atmospheric energy and moisture flux that control Earth's microclimates. Two other UC applicants got to the final interview stage of the process. An estimated $15 million of research contracts have been awarded but remain to be contracted which will support the annual uplift in reported research contracts in the fourth quarter of the year.

4.1.4 Research Development

UC continues to seek ways to address the relatively low proportion of total income it receives from external sources to fund research (about half the New Zealand university average). The current redraft of position descriptions for academic staff has sought to include a requirement for staff to seek external research grants to support their research effort. External research funding not only brings resources to the University but, in many cases, validates the quality, relevance and impact of the research being undertaken. To the extent academic staff are expected to spend 40% to 50% of their time on teaching and teaching related activities, and in aggregate PBRF funding covers only a third of the cost of academic salaries (no allowance for overheads), there remains a significant cross subsidy from teaching into research at the aggregate University level.

4.1.5 Research Infrastructure

Discussions within UC and across the entire New Zealand university sector, continue around the possible future form of REANNZ, with two assessments being undertaken around the technical and commercial need given the evolution of New Zealand and international telecommunications markets. UC is characterised as a "low but lumpy" user with relatively low rates of international research data transfer but occasionally large datasets are exchanged with international collaborators. REANNZ is essentially a federated club and it is likely that if one or two members withdrew, then the whole entity would be at risk. UC will need to take a position in the coming months as a new membership period is negotiated starting mid-2018.

New Zealand eScience Infrastructure (NeSI) has recently been externally reviewed for its governance and technical effectiveness. The review can be found at this link:

http://www.nesi.org.nz/sites/default/files/media/NeSI%20evaluation_summary%20report_final%2011%2008%202017_0.pdf.

UC withdrew from NeSI in 2016, and is establishing its own internal mid-sized computing capacity. For the moment it continues to have access to the "merit-que" for NeSI resources, though this is clearly a topic of re-development in the review.

4.1.6 Research Reputation

A review of the metrics that drive UC's QS rankings is near completion and will be reported back to the Senior Management Team (SMT) and Academic Board in the near future. The review will propose an action plan across the university plan to improve UC's QS ranking.

4.1.7 Postgraduate research

Postgraduate research student numbers have increased slightly in September with current PhD numbers at 1,089 and masters research thesis student numbers at 658.

Highlights for the month include:

- 22 new PhD students enrolled in September, 16 international and six domestic
- the mid-year Masters and PhD Scholarship round has been finalised
- Some significant policy and guideline regulations are being worked on, including a new Editing and Proof-reading Policy for postgraduate research students. Currently no policy exists on this issue and concerns have been raised about students employing professional editors for producing original bodies of work
- Planning is well under way for Spring GradFest, 30 October – 3 November which will include about 30 seminars, talks and workshops for postgraduate research students.

4.1.8 Innovation

The 2017 Tech Jumpstart Awards were held on 5 October, with five entries each being awarded $20,000, out of a total 17 entries. This annual UC competition aims to encourage UC researchers to develop new ideas and technologies which are specifically designed to be readily transferred into the marketplace. The scheme has now been run for five years and has resulted in 72 new Invention Disclosures, 25 projects having received pre-seed funding, and there have been two company start-ups.

Currently UC works closely with the three Callaghan-Institute-Funded Technology Incubators operating in New Zealand. One of these, Powerhouse Investments Ltd (PVL) is undergoing a phase of consolidation following a write down of its assets in three of its start-up companies. UC has no equity in PVL having previously sold its equity earlier in the year. PVL has a new CEO and is currently restructuring its operations. It is currently unclear what effect this will have on its portfolio of over 20 start-up companies. Eight of these companies are based upon technologies developed by UC academics. The situation is being monitored by the R&I Commercial Director.

4.2 Office of the AVC Maori

4.2.1 Graduate Pillar – BICC

The BICC hui on Wednesday 4 October had a very useful and thoughtful discussion on the BICC Pillar and attribute in relation to masters and postgraduate programmes. Marketing of the BICC pillar of the graduate profile was also discussed, with the conclusion that this should be promoted at Open Days and via Liaison and College student advisors. The final BICC hui for 2017 will be held in November.

4.2.2 Te Tari o te Amokapua Māori - Office of the AVC Māori

The major change in the last month is Darryn Russell's secondment to the role of Acting Executive Director, Learning Resources, for the period of November 2017 to March 2018 inclusive, while Alex Hanlon is on leave. Darryn has been working in Learning Resources with Alex and her team since late September. Liz Brown has accepted the role of Acting Assistant Vice-Chancellor Māori for this period.

4.2.3 Tangata Tū, Tangata Ora staff professional development programme

As there is significant demand for this programme and a long waiting list, another general session has been scheduled in November 2017. The 2018 dates for Tangata Tū, Tangata Ora have been organised and sent to Learning and Development. The 2018 dates include general and tailored sessions.

The new staff professional development course Culturally Responsive Pedagogies was held again on 26 September, with positive comments received from participants, who were mostly academic staff.

4.2.4 Te Ohu Reo

Mary Boyce, Jeanine Tamati-Elliffe and Lisa Beardsley have been working with the SharePoint consultants on a database and process tool for handling Te Ohu Reo requests. This work will be completed in October and will provide an improved way of managing, tracking and completing requests. Requests continue to arrive in quantity despite term breaks, school holidays or other events. It is pleasing to note that the majority of requests are now arriving via the online form.

4.2.5 Kaiārahi Colleges

The Kaiārahi are continuing their mahi with colleges and are teaching into a number of programmes. Following our 2018 planning hui earlier this year, the Kaiārahi responsibilities have been changed as follows:

- College of Arts – Kaiārahi Māori: Jeanine Tamati-Elliffe. Jeanine will also work with the College of Education, Health and Human Development's School of Health Sciences, Sport and Physical Education and will work with the College of Engineering on the Product Design mahi.

- College of Business and Law – Kaiārahi Māori: Abby Suszko, who continues to work with the College of Engineering (other than Product Design).

- College of Education, Health and Human Development – Liz Brown will focus on Teacher Education while Jeanine Tamati-Elliffe will work with Health Sciences, Sport and Physical Education.

- College of Engineering – Abby Suszko and Jeanine Tamati-Elliffe (as noted above).
- College of Science – Kaiārahi Māori: Mary Boyce.

4.2.6 SharePoint

SharePoint training has taken place and our sites are now live. We will carry out some additional training and site upgrading before the end of the year.

4.2.7 Te Ratonga Ākonga Māori - Māori Student Development Team (MDT)

We now have 1,201 Māori students enrolled at UC, which is significantly above pre-earthquake numbers and a record for UC.

As pre-enrolment has now opened, MDT are receiving enquiries and visits from prospective students. On 31 October, phone calling starts to contact all pre-enrolled students to make appointments for them to visit UC with their whānau, meet the Māori Student Development Team and discuss their ideas and aspirations for undergraduate study.

The Celebration for Māori students will be held in the Engineering Core in December 2017 as the numbers of students, their whānau and staff participating are too large for the Jack Mann auditorium.

Te Toi Tauira 2017 was held at Ara during late September, with colleagues from the Māori Student Development Team facilitating workshops over three days. Participants attended from Te Tapuae o Rehua, universities and polytechnics from around Aotearoa. Mary Boyce presented on UC's bicultural framework in the pecha kucha-style session.

4.2.8 Māori Outreach and Recruitment

The Outreach and Recruitment Advisor continues to carry out detailed planning with Liaison colleagues for 2018, as well as for tailored programmes for Māori students in 2018. This involves course planning. Relationships with local high schools continue to develop positively and collaboratively. The advisor was also involved in He Puna Pūtaiao to support the College of Science's relationship with Lincoln, Cashmere, Linwood and Burnside High schools. Cathedral College hosted rangatahi from Linwood, Shirley Boys, Marion, Mairehau, Haeata, Avonside Girls High Schools at Te Ara Raukura Reconnect, where each school presented initiatives for Māori leadership which had been implemented in their schools. This was a great opportunity to strengthen relationships with the 100-plus students attending.

5. CONNECT

Engagement Data	
Intercom	Open rate 41.51% (International benchmark = 21.8%)
Insider's Guide (student newsletter)	Open rate 49.42% (International benchmark = 21.8%)
Twitter	Ranked fourth for Twitter engagement 5,542 followers (103 new followers in September)
Stakeholder Newsletter	872 Recipients Open rate 38.9% (industry average = 17%) Clicks 8% (industry average = 2.2%)

5.1 Project Communications

Funding has been obtained from the JOAB vibrant campus fund to commission Pacific artist Mana Tatafu to create a series of Pasifika artworks and accompanying stories that express the many different Pacific cultures. A wide range of applications is envisaged for this work.

A short video is in production to help socialise the cultural narrative across campus. The same artist who created Te Ara Pourewa o Ngāi Tahu is being commissioned to produce the video. Again, a wide range of applications is envisaged.

An induction video is being produced for sub-contractors who will work on the UCSA site. The purpose of the video is to help sub-contractors understand who the building is for, how it will be used and to build morale on site.

Case studies are being produced to support the Alumni Bequest programme communications.

5.2 Media

September coverage of UC-related topics was overwhelmingly positive, many sparked proactively. Both September UC Connect public lectures were well attended and tapped into pre-election discussions about the state of journalism and how to resolve the pollution of Canterbury's waterways. A major research paper into China's soft-power campaign in New Zealand by Anne-Marie Brady sparked wide media coverage, including in Australia. Bronwyn Hayward commented on the upcoming general election and took three young researchers to England to examine global sustainability issues. National politics came to UC in various ways – involving political debates, the UCSA club QCanterbury, and a Labour rally in the Undercroft. Angus Macfarlane discussed the origins of the hongi, and Vice-Chancellor Dr Rod Carr discussed student numbers in Canterbury.

An analysis of coverage produced in September (Broadcast, Internet, Print) found 604 items. This coverage reached a cumulative audience of 11,327,388 and had an advertising space rate of $2,472,031.

5.3 External Engagement

There were two well-attended UC Connect public lectures in September: *Why good journalism matters more than ever* featured a panel of New Zealand’s journalism leaders: Mark Jennings, Paul Thompson, and Joanna Norris, hosted by UC Journalism lecturer Dr Tara Ross; and *New Zealand's rivers: Can we learn from history?* by CUP author Dr Catherine Knight (sponsored by IPENZ Rivers Group and Canterbury Regional Stormwater Group).

5.4 Stakeholder Relations

There has been an increase in complaints about student behaviour in Ilam and Riccarton neighbourhoods as the weather warms up. The Community Meeting on 2 October was well attended and residents’ issues around student behaviour, parking and the upcoming Tea Party events were discussed.

5.5 Events and Partnerships

Over 300 prospective postgraduate students attended the Postgraduate Info Evening on 20 September in the Engineering Core – a 60% increase from attendance in 2016. The evening included information sessions and an expo area and catered for current UC students as well as external people interested in finding more about postgraduate study options at UC in 2018.

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

UC has again committed to partnering with the Student Volunteer Army and agreement discussions are progressing.

Planning is under way for: Chancellor's Dinner and CETF opening, UC Bound, Year 10 Ekea! and the end of year Careers Advisors' breakfast. The 2018 Events calendar is set and planning has commenced for Orientation Day, Careers Fairs, and the RRSIC and Commemorative Pathway openings.

5.6 Alumni and UC Foundation

5.6.1 UC Foundation

	Income	Distribution
2016 Year End	$8.6m	$4.1m
2017 Target	$9.5m	$4.5m
2017 YTD	$6.4m	$7.1m
Total since 2001	$72.1m	$39.3m

	Donors	Gifts
2001 to date	7,525	24,265
2017 to date	657	1177

5.6.2 UCFA (US)

The October Board Meeting and alumni and donor visits in LA, San Francisco and New York went according to plan.

5.6.3 NZ Trust (UK)

Preparations for visit by UK donor. UK Fundraiser visits with seven alumni.

5.6.4 Fundraising

Disbursements continue to be high for 2017 with the mop-up of funds spent but not drawn in previous years. Input into Price Waterhouse Coopers audit review of processes and procedures continued, with the associated report expected in October. Bradley Nuttall feedback on SIPO and investment processes recommended a custodian. Development of a Legacy Programme for launch early in 2018 is ongoing.

The Foundation is also reviewing Philanthropic Bondholders whose investment matures in 2019 for any opportunity for fundraising. It is also working with the College of Business and Law on sponsorship opportunities for the Trading Room and providing input to the opening event.

2018 strategy discussions have been held with the Development Steering Group to identify funding priorities for UC and with Trustees. Ballantynes, Rochester and Rutherford and Grant Samuel all took Bronze sponsorship ($15k) of the UCSA building. Lotteries and Rata applications have made it through to the second round with UCSA support.

5.6.5 Stewardship

The Annual Report for 2016 has been completed with positive feedback from recipients. The team also met with Engineering academics and donors to develop the Park and Paulay stewardship of donors and raise additional funds for the awards. The Vice-Chancellor's Office and Alumni and UC Foundation hosted lunch with Dr Robin Mann to acknowledge all his support for UC with the 'Chemistry Old Guys and Gals Society' (15) at the Arts Centre, assisted by the Arts Centre.

5.6.6 Alumni

A visit to the Mt John Observatory took place with perfect night skies, well supported as always by the Astronomy team. Preparations for US alumni meetings and events, 30 Year and 50 Year reunions are being progressed.

Also progressing is an Alumni Heroes' marketing campaign of 30 graduates to be profiled to raise awareness of UC. The import of April graduates into the Raisers Edge database has been completed and data provided for the Graduate Destination Survey. The team is also investigating the use of the latest version of Raisers Edge, which offers added functionality.

6. ENABLERS

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

6.1 Staff Matters

The new UC People system is now available for use by staff and Heads/Managers. This is the result of a successful $1.8 million upgrade project that delivered on time and within budget, so thank you to all concerned.

The system can now be used on mobile devices to carry out regular activities such as updating personal details, viewing payslips, applying for and approving leave, and populating and approving timesheets. These can be done via a "bookmark" that can be set up on staff's mobile device.

Student and staff wellbeing is a priority for our UC community. Mental Health Awareness Week from 9 to 15 October encouraged us to focus on wellbeing. SMT hosted a BBQ to recognise World Mental Health Day on Tuesday 10 October.

6.2 Health and Safety

It has been pleasing to hear about a number of recent initiatives from academic staff to promote health and wellbeing for students and others. Three examples are the Five-minute Secrets to Success programme developed by Dr Pieter Pelser of the School of Biological Sciences, the Student Wellbeing Plan developed by the School of Law, and the All Right? Amble programme developed by Tracy Clelland and students from the School of Sport and Physical Education.

6.3 Infrastructure

This month we are seeking to progress the close out of the contract with Fletchers for RRSIC stage 1 construction, confirm financial arrangements with Hawkins re CETF, close out the Tribal SITS Vision support contract and exit or mitigate the costs of the Waitakari Village lease.

7. Financial Outcomes: (Management Accounts to 30 September 2017)

September 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	264,342	263,800	*542*	351,050	357,952	*6,902*
Total Operating Expenditure	258,733	268,737	*10,004*	360,170	360,599	*(429)*
Net Surplus/(Deficit)	**5,609**	**(4,937)**	***10,546***	**(9,120)**	**(2,647)**	***6,473***
Net Surplus/(Deficit) as a % of Total Operating Income	2.1%	(1.9%)		(2.6%)	(0.7%)	
Capital Expenditure	**135,708**	**181,018**	***45,310***	**205,980**	**180,000**	***25,980***
Cash/ Short Term Investments/ Short Term Government Stock	**283,427**	**162,123**	***121,304***	**138,268**	**234,352**	***96,084***
Working Capital	**203,230**	**105,394**	***97,836***	**107,074**	**180,278**	***73,204***

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

Actual Total Operating Income is favourable to budget as at September 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. At least $5.861 million of this variance relates to reduced building depreciation due to capital programme delays.

We had been budgeting for an operating **deficit** as at the end of September 2017 of ($4.937) million, but have returned an operating surplus of $5.609 million. This is a favourable variance to budget of $10.546 million.

The full year forecast shows some deterioration (by $4 million) in this year to date ahead of budget position with a forecast full year deficit of $2.7 million compared to a full year budget deficit of $9.1 million.

Capital expenditure is currently $45.310 million below budget. $104.185 million of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year to date budget of $131.032 million. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by $18.463 million. While UC Futures projects are expected to complete by 31 December, other projects are being delayed and the forecast capital expenditure for the year was reduced to $180.000 million in the July forecast.

7.1 Cash Flow

The September 2017 cash position of $283.427 million is higher than budget by $121.304 million 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, who must approve all borrowing under the Education Act 1989, have provided a borrowing consent, of which a key condition is that once UC is required to borrow more than $65 million an independent advisor will be appointed who will advise on the financial risk to the Crown and assist the UC Council in managing financial risk.

There are no specific additional MOE covenants, but the Funding Agreement with the Government sets out certain financial targets to be reported to the Governance Oversight Group (GOG) appointed under the Funding Agreement. The University's achievement for 2016 was within the ranges set.

7.2 Working Capital

Working capital[1] of $203.230 million at 30 September 2017 is $97.836 million more than budget, mostly due to the higher cash balance explained above partially offset by lower other current assets.

8. COLLEGE SUMMARIES

8.1 College of Arts (Te Rāngai Toi Tangata)

The College is pressing ahead with its review of the BA, with a working group formed under Dean Alison Griffith. Alongside this we are initiating a review of our honours and masters programmes to ensure that the two are aligned, and as part of the due revision of the 2015 Postgraduate Strategy. A possible new Bachelor of Communications degree is at the drafting stage, along with consultation and market research. Our co-delivery arrangement of Russian and German language with the University of Auckland is coming to the end of its trial period, and along with a number of staff retirements and the recent review of the Chinese programme, this is providing us with an opportunity to look at ways of best supporting the delivery of languages in the department of Global, Cultural, and Language Studies.

Recently the Pro-Vice-Chancellor and members of the academic team in the College office attended a pōwhiri at the Rehua marae, where they were welcomed by staff and students of the Masters of Māori and Indigenous Leadership (MMIL) degree, and learned about the impressive range of projects in which they are engaged. The Pro-Vice-Chancellor also presented prizes to the winners of the JSANZ Tertiary Japanese Language Speech Contest where, for the first time in its history, both first and second place awards went to students from the same university – in this case Japanese language students from UC. One of many highlights at UC Arts (our city-centre location at the Arts Centre) was the 'Night at the Museum' event organised by Classoc: a race to conquer the Alexander Puzzle. 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/

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

UC Trading Room: The Right Honourable Sir John Key, former Prime Minister and UC alumnus (Bachelor of Commerce), formally opened the UC Business School's new Trading Room on Monday 16 October. The Trading Room simulates a real-world financial trading environment, enabling business and finance students to develop hands-on financial trading skills and to become familiar with the digital technology used in the industry.

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

It is not only UC students who will benefit from this new facility. The School is keen for this facility to be a resource for increasing understanding among the wider community about financial planning and financial investment schemes such as Kiwisaver. The Trading room will also be used to host high school outreach activities and as a resource for industry partners.

UC Executive Development Programmes welcomed 74 new students into the October intake for its masters degree programmes. The cohort includes 62 international students from ten different nationalities. The EDP piloted a new pre-arrival orientation programme for these students, with students receiving (via Hobsons) emails and videos outlining academic expectations and directing students to key sources of information, support and interest within UC and Christchurch. This initiative was much appreciated by the students, who as a result, were all able to enrol easily on arrival and focus on the academic and social orientation activities.

UCE Summer Startup Programme: 25 students have been selected to join the UCE Summer Startup Programme for 2017-18. The Summer Startup Programme is an opportunity for students to fast-track their ventures (business or social enterprise) by working on them full-time over ten weeks. Additionally, UCE is pleased to announce that our Entrepreneur in Residence for the Programme is Graham Dockrill, Director of Citrus Tree Consultants. Amongst other things, Graham is a founder and investor of hi-tech startups, including founding Hairy Lemon Web Solutions. The Launch for our Summer Startup Programme will be held at EY on Tuesday 24 October from 5pm - 7pm. If you would like to attend, please email Daniel.Chan@canterbury.ac.nz

Entré $85k Challenge 2017 Awards Presentations evening was held at The Piano on Tuesday 10 October. The overall winner, selected from the 11 finalists, was Zoe Haws, founder of Talk Town Ltd, an online game designed to help deaf children improve their self-advocacy and communication skills and to engage with their hearing classmates. Second place went to Josie Milton and Isabelle Smith, founders of The Monthly Club, a social enterprise delivering organic tampons 'to your door' through an online subscription service. With every order sent, the enterprise donates a box of tampons to disadvantaged girls and women via its charitable partner Aviva. Third place went to Jacob Bignell, founder of Eden Orchard a family business producing pure, sweet cherry juice with no added sugars, colours, flavours or preservatives.

8.3 College of Engineering (Te Rāngai Pūkaha)

In 2018, we will be trialling a new support system for our Intermediate students, and to support this, Professor Philippa Martin will take up a new part time position entitled College of Engineering Dean (Intermediate). Since this announcement was made to College staff, we have made considerable progress with a new student mentoring scheme. We have asked current Intermediate students if they would be interested in being mentors next year to the new Intermediate students. We have set ourselves a target number of mentors, and the application number exceeds this target. We are currently planning to interview would-be mentors to ensure a good fit. The UCSA and other student clubs are totally behind this new scheme. To support this Intermediate Year initiative, we are currently planning to use the Core in 2018 much more than we have done in 2017, as we come to understand the constraints around large events and the way that staff and students use the space at different times of day.

We are in a staff recruitment round at the moment, especially for the new School of Product Design, and also for staff in Mechanical and other departments. These posts are a mixture of new posts and replacements. It is very pleasing to see many high-quality applicants applying to work at UC, and gives us confidence that we are in a strong position to continue to develop the College's strategic thinking and planning, which commenced with the two strategy days this year.

The Dean (International) (DI) visited India from 8-17September to assist UC's embedded recruitment advisor with agent training, education fairs, recruitment lectures and student counselling. We also explored potential pathways for our new Master of Applied Data Science (MADS) students with the Bombay Stock Exchange Institute (BSEI). The BSEI had previously expressed an interest in learning about the MADS programme, so this will be followed up.

The DI also visited the Mumbai and Chennai offices of Edwise and gave three recruitment lectures in Chennai to large classes of engineering students at Savee the Engineering College and at two campuses of Raja Lakshmi Engineering College in Chennai. There were a significant number of Mechanical Engineering students and a rough show of hands indicated about 30 would be interested in the proposed High Performance Automotive Engineering stream which we are considering for next year. Other events included a Facebook live-streaming event where the engineering opportunities at both undergraduate and graduate level at the College of Engineering were explained.

Finally, in 2018 the College is expected to deliver on a number of milestones: we will welcome the first cohort of students into the new School of Product Design (60+ students into three majors), and grow EFTS by a further 8% to a record 3,780. This growth will mean that in 2018 the College will for the first time, generate income in excess of $100 million.

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

The new Easy Enrolment student system has significantly reduced the time to process applications for the Teacher Education Programmes as well as reducing the need for handling of paper. For most applications we are now able to send out an invitation for interview to suitable applicants within two-to-three days of the student completing the online application. This process previously took three-to-four weeks. The number of applications is currently 17% higher than the same time last year.

Our International student recruitment activities are progressing well. Dr Wise visited Mumbai and Delhi this month to provide further training for our agents in India and to engage in international student recruitment activities focused on postgraduate health sciences and teacher education. From this visit we have five students from India to whom we have made placement offers for ITE qualifications in 2018. We have also commenced our student exchange programme in sports coaching with Tokyo Gakugei University, Japan. We currently have one of their students enrolled for a semester in the sports coaching qualification (following six months of English language training at CCEL) and two of our UC students are travelling to Tokyo to take up a six week coaching intensive practicum at Tokyo Gakugei University.

We were thrilled for Dr Laurie McClay, School of Health Sciences, on her receiving the UC Emerging Researcher of the year award. Her research career with us since gaining her PhD in 2012 has been meteoric, with several publications in world leading journals and winning of significant external research income in her field of understanding children with Autism Spectrum Disorder.

Very good progress continues to be made in reducing our footprint in preparation for our move to Rehua. The volume of materials that require storage space, reduced paper based storage needs has been significantly reduced and we have increased our digital usage.

8.5 College of Science (Te Rāngai Pūtaiao)

No update provided.

9. Conclusion:

I advised the Chancellor that I would not be seeking a further term as Vice-Chancellor when my current term expires on 1 February 2019. The Council has initiated a recruitment process. With sixteen months remaining there are some significant initiatives that need to be concluded and new momentum created as UC moves from recovery to growth and transformation. Top of my mind are:

- Ensuring a successful conclusion to 2017 including the opening of RRSIC 1, completion of CETF, close out of contracts with Fletchers and Hawkins, approval of a 2018 Budget consistent with a forecast of break even in 2019, effective engagement with prospective students and end of year graduations

- Ensuring a successful 2018, including student enrolment in excess of budgets (especially from Canterbury High School leavers and full fee paying international students), occupation of Rehua, opening of the 90 additional beds at Dovedale, decommissioning of the Kirkwood and Dovedale Villages and reinstatement of the playing fields, completion of the UCSA building and the replacement of the von Haast building with the Beatrice Tinsley building - thereby completing the Science Precinct redevelopment, as well as initiating the redevelopment of Locke and Logie, addressing space needs for Business and Law and commencing the building of a new recreation centre

- In 2018 I would like to see the Graduate Profile become well embedded in learning outcomes for all undergraduates and wide spread use of the co-curricular record become established. I would like us to continue to develop our organisational culture to improve collaboration and address staff concerns about silos, communication and engagement. I would like to see UC continue to improve the efficient and effective use of resources including the use of staff time and space. I would like the student experience to be further enhanced through the delivery of new programmes, deployment of planned components of Student First and improved quality assurance of teaching. I would like UC to sustain or improve its international rankings, achieve record levels of research income and philanthropic support and meet its targets under the Crown Funding Agreement

Above all, by the time I leave and a new Vice-Chancellor is in office I would like UC to be focused on transformation and growth and have closed the chapter in its history that will be known for response and recovery. It will be a busy sixteen months. Momentum matters and the support and engagement of academic and general staff are enabling and inspiring our students. I continue to believe this is an extraordinary institution, in exceptional times, facing amazing opportunities.

10. Appendices

10.1 Appendix 1: Building Update

Overall

All campus projects continue to be very busy. The number of tradespersons on campus currently are now fluctuating between 450 and 500 persons due to an increase of trade labour on the Rehua project and decreasing numbers on RRSIC1 and CETF. As projects move closer to completion, a reduction in numbers will be seen as trade functions finish. 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 focusing on the construction projects and their Health and Safety implications on the University's day-to-day business and reputation.

The Contractor Round Table Forum has already realised benefits from the increased participation by all construction project health and safety teams on campus, particularly engagement in an open and honest dialogue concerning health and safety improvement processes, client and contractor challenges and on site management and resourcing.

Current Building Status

Key progress this month:

Major work

Rutherford Regional Science and Innovation Centre (RRSIC)

RRSIC Stage 1

The Construction Programme status 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 aimed to 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 are 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.

On-site works are as follows:

- carpet and vinyl flooring is complete on all levels and has been covered to prevent damage
- rubber flooring has started on level 5 and is progressing throughout the atrium as areas are finished
- services installations, fire, electrical, HVAC, lab gases, 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. All air handling units have all had first pass commissioning completed and are in the final stages of air balancing. First and second 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 carried out in early September, however subsequent visits have been delayed.

The percentage of progress reported by Fletcher at the fortnightly site meetings during September is as follows:

- overall progress on the construction programme: 99% (an increase 3 percentage points)
- major building works in progress, building services 97% (an increase of 1 percentage point)
- façade curtain wall 98% (no change)
- interior fit-out 94% (an increase of 4 percentage points)
- commissioning 65% (an increase of 20 percentage points).

RRSIC Stage 2

- Testing for contaminates and asbestos on levels 1 and 2 is complete with significantly more asbestos identified than anticipated. The project team are working with Dominion Constructors to re-sequence activities as a means of mitigating delays to the main program milestones. Asbestos removal methods are to the new New Zealand Standards.

Canterbury Engineering the Future (CETF)

Tranche 1

- Practical completion has been awarded for both ECE and CAPE.
- The Engineering Core was handed over to UC on 15 February 2017 and teaching commenced from the start of Semester One, 2017. The Core is very well used. 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 small number of issues. These issues are being reviewed by the external Project Manager.
- The close out of outstanding items within Tranche 1 buildings remains a priority issue. However, while good progress is being made to complete the list of items a number of them have significant levels of complexity that require multiple actions and/or resources to achieve close out. These complicated items remain a focal point for the project team.

Tranche 2

- 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 Engineering (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.
- However, some recommissioning work in in the Structures and Fluids Labs is required and, given the potential to disrupt Department business as usual activities, the awarding of Practical Completion has been subsequently been delayed.
- 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 verbally advised UC of the following completion dates for the remaining work areas: CNRE Phase B 12/11/2017, Mechanical 15/11/2017 (a programme to support these dates has been requested). Areas of concern are being followed up.

- Given the historical trend for significant programme slippage to occur in the later stages of the CETF project the University had already adopted an alternative storage strategy for the decant of Mechanical areas from their temporary space in the Warehouse to the wing. This was driven by the need to handover the Warehouse for the construction of a lecture theatre, to reduce the risk of disruptive works post occupancy and to provide programme certainty for decant activities.
- A consequence of the necessary alternative storage strategy is a prolonged period of non-productive activity for Mechanical Department technical staff. The College have been closely consulted regarding this strategy and are making every effort to reallocate staff to other activities wherever possible.

Electrical Link Reclad

- Installation of the windows, cladding and the rain screen panels has maintained a good rate of progress.
- Some programme delay has been experienced and Dominion Constructors are planning for completion of works by mid-October with scaffold removal and site demobilisation continuing until later in the month.
- Reoccupation of the building has not been compromised by this delay and has now commenced.

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

- On-site resource levels through August and September moved from 120 to a 190 average of onsite workers per day and Hawkins continue to strive to increase these numbers and hours worked on site.
- There is general agreement across the project team and by Hawkins that the recently submitted Rev L.3 program with a CPU date of 11 December 2017 is not achievable.
- 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 have been influential in the lift in the recent on site resources.
- While the project is currently on budget, the major budget risk is continued programme delay.
- UC contingency plans for delayed occupancy until Easter 2018 are well developed in conjunction with the Colleges and the UC timetabling team, given the lack of PCG
- Delays with the fit-out works: 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. 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, a matter that has been escalated to Downer Executive management.

- Painting has commenced where spaces are complete.
- The tower crane has now been removed.
- An independent health and safety report of 6 September identified a lack of management support resulting in ongoing issues with housekeeping, expired equipment tags, PPE, façade team inductions, method statements and sub-contractor gold cards. The increase in site numbers and push for productivity appears to have resulted in a reduction in site safety.

Other Buildings/ Projects

The UCSA

- The project remains on track for the building to be operational by February 2019.
- Unfortunately the forecasted project cost is not within the approved Business Case budget as a result of a calculation error when assessing tender prices. A revised recommended budget plan has been finalised and has been submitted to the October UC Council for approval.
- Leighs Construction Limited are now close to procuring all key sub trades.
- Preparation for construction for the concrete ground beams and excavation works below the slab are under way and on schedule.
- The Wellness Precinct Infrastructure programme is being monitored carefully to ensure this critical dependency is successfully delivered with minimum disruptions to UC.
- The UC Health Centre and New Sub-Station construction works are now under way.
- The UCSA fit-out design and procurement has started and is progressing well.

Logie and Locke refurbishment

- The first phase of the toilet refurbishment on levels 1, 3 and 5 is now complete, with levels 2, 4 and 6 due for completion in October. There were some delays due to the discovery of asbestos, but this has been removed safely and within budget.
- The Business Case to further consolidate the College of Arts into Locke and Logie have been approved and the project will be formally commenced in October once the project consultant appointments are formalised.
- The scope and costs for building refurbishment and AMP works have been included in the Business Case.
- The initial start-up project stage will include a more detailed review of space allocation and usage.

Postgraduate apartments at Dovedale

- The roof is almost complete on Blocks 5, 4 and part of Block 3, with external cladding commenced to Blocks 5 and 4.
- Block 2 framing is commencing in the first week of October, with Block 1 structure to be complete prior to the study break.
- The off-site construction of the bathroom pods and framing continues.
- Detailed discussions are underway regarding planned works during the study and exam period in order to manage noise nuisance to the neighbouring accommodation and exam rooms.
- Furniture has been selected and a show apartment will have been furnished in the week of 9 October to enable photography and tours by the operator and SSAC staff.
- The project remains on programme for occupation in February 2018.

Upgrade of Existing Residential Halls

- CLV have confirmed that they are willing to shorten student contracts to allow the required access period for Connon to be strengthened in the 2018/19 summer period.
- Direction will be sought from the Residential Accommodation PCG if this work will proceed late next year.

Warehouse Lecture Theatre Project

- The design is being processed for Building Consent and is underway for final pricing by the sub-contractors.
- A 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 currently engaged under a letter of intent to undertake early works and procurement, in order to mitigate programme risks.
- As the construction programme is challenging at 10 weeks, if achievable, a key imperative is to have the Warehouse fully cleared by CETF decanting activities by 8 November, with off-site works commencing prior to this date to enable components to be ready for immediate delivery/installation.
- The various sub-contractors and supply chains are being engaged in October to ensure the challenging programme is realistic and will be committed to by all concerned.
- The target for a final contract with Brosnan Construction Limited is the end of October. The current total project budget estimate is that the project is currently forecast to be within the business case allowance.

Projects in planning this month include:

- vacating Dovedale and Kirkwood Villages
- new learning and teaching spaces planning for 2018-2019
- Communication Disorders relocation
- New Zealand Fire Station/Education Centre proposal
- College of Business and Law growth/accommodation planning.

10.2 Appendix 2: Upcoming Events Calendar

Date (day/date/month)	Event name	Key goal
Saturday 21 October	Waitaha Secondary Regional Kapa Haka Competition	Engage
Wednesday 25 October	UC Bound: Southland	Recruit
Thursday 26 and Friday 27 October	Literacy and Learning Symposium	Conference
Thursday 2 November	National Liaison Conference	Conference
Thursday 2 November	Professorial Lecture Series: Professor Philippa Martin and Professor Kate van Heugten	Engage
Wednesday 8 November / Thursday 9 November	Ekea! Year 10 UC Pathways for Māori	Recruit
Friday 10 November	Chancellor's Dinner and CETF opening combined	Engage
Wednesday 22 November	Canterbury Cyber Security Forum	Conference
Thursday 23 and Friday 24 November	New Zealand Management Accounting Conference	Conference
Friday 24 November	Careers Advisors Breakfast	Recruit
Friday 24 and Saturday 25 November	Fourth Biennial Labour Law Conference of the New Zealand Labour Law Society 2017	Conference
Wednesday 29 - Friday 1 December	New Zealand Tertiary Recreation Managers Conference	Conference
Friday 1 December	RRSIC and CORE public open day	Engage
Saturday 2 December	UC ChristchurchYouth Orchestra concert: Title TBC	Engage
Monday 4 - Friday 8 December	International Conference on Computers in Education	Conference
Monday 4 and Tuesday 5 December	Geospatial Research Conference (GRC2017)	Conference
Wednesday 6 December	UC Bound: Christchurch	Recruit
Monday 11 and Tuesday 12 December	Climate change in the National Science Challenges / Mitigation research in New Zealand	Conference
Wednesday 13 December	Graduation: Colleges of Engineering and Arts	Engage
Wednesday 13 December	Graduation: College of Education, Health and Human Development	Engage
Thursday 14 - Saturday 16 December	Annual Conference of the Australian and NZ Law and History Society (ANZLHS)	Conference
Friday 15 December	Graduation: College of Science	Engage
Friday 15 December	Graduation: College of Business and Law	Engage

10.3 Appendix 3: VC Activities

Past	
2 October	Attended Community Meeting
4 October	Met with Connor English regarding Postgraduate PIP
4 October	Hosted a table at Champion Canterbury Business Awards 2017
5 October	Spoke at 2017 Tech JumpStart Award Ceremony
6 October	Spoke at official opening at the Antarctic Season Opening
6 October	Spoke at Supreme Club Awards
7 October	Attended Blues Awards
10 October	Spoke at Entre $85K Annual Awards
11 October	Attended UC Connect: How Product Designers will shape the world
12 October	Attended trip to Synlait Factory
12 October	Met with Maggie- Lee Huckabee – Rose Centre
12 October	Hosted lunch with HMI Directors
16 October	Met with Sir John Key
16 October	Spoke at Trading Room opening
16 October	Spoke with International Board of Advisors (teleconference call)
17 October	Spoke at VC Welcome to New Staff
18 October	Spoke at New Staff Induction
19 October	Attended UNZ in Wellington
24 October	Presented PG PIPS to PGG Wrightson
Future	
27 October	Hosting UCSA Exec Dinner
1 November	Attending lunch with Prof Wright and Paul Viney (CEO Powerhouse Ventures)
1 November	Presenting PG PIPs to Ngāi Tahu
2 November	Attending UCSA Event to farewell the UCSA President and Exec team
7 November	Presenting PG PIPs to ANZCO
9 November	Presenting PG PIPS to Ravensdown
10 November	Attending the 2017 Chancellor's Dinner
14 November	Speaking at Waterways Centre for Freshwater Management: Postgraduate Conference at Lincoln University
15 November	Speaking at New Staff Induction
16 November	Attending CIP Meeting in Christchurch
16 November	Attending Geospatial Research Institute Board meeting/dinner
22 November	Hosting event for Centre for Entrepreneurship at Arts Centre
24 November	Speaking at Careers Advisors and International Directors Breakfast