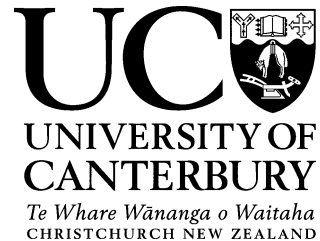


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**VICE-CHANCELLOR'S REPORT TO
UNIVERSITY OF CANTERBURY COUNCIL AUGUST 2019**

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1. INTRODUCTION

In the period since the previous report I have been busy with a number of speaking engagements which have assisted with the process of shaping the new institutional strategy as my presentations have focussed on some of the key elements such as UC's "town and gown" relationship and our educational approach. The presentations have been to business groups and to school leaders (list included at the end) and the overall feedback has been very positive.

On Wednesday 24 July, UC convened a stakeholder workshop to begin scoping a research platform that would coordinate research aimed at addressing the consequences of the various traumatic events Christchurch and the Canterbury region have experienced in recent years and supporting community wellbeing, prosperity and sustainability. About 80 people were in attendance, including Mayor Lianne Dalziel (Christchurch City Council), David Meates (Chief Executive Officer (CEO), Canterbury District Health Board), Norm Dewes (CEO, Te Rūnanga o Ngā Maata Waka), Associate Professor Te Maire Tau (Ūpoku, Te Rūnanga o Ngāi Tūāhuriri) and Professor David Murdoch (Dean, University of Otago, Christchurch campus). This was the first such gathering of a diverse range of institutions and agencies at UC in recent years, with representatives of Lincoln University, Ara, Oranga Tamariki, the Ministry of Social Development, the Department of Corrections, NZ Police and the Department of Internal Affairs also in attendance. The Chancellor gave a welcoming address and I offered a university perspective on the significance of the workshop. The proceedings covered a number of pivotal discussions, ranging from the need to work more closely within communities to the need to develop an institute that could foster greater collaboration between government agencies and tertiary institutions. Notes from the day will form the basis of a forthcoming draft scope document for the research platform.

On Friday 2 August, the new University of Canterbury Students' Association (UCSA) building, Haere-roa, was opened in the presence of about 416 invited guests. I had the honour of cutting the ribbon and officially opening the building along with past and present UCSA representatives and former Vice-Chancellor Dr Rod Carr. The speakers were Chancellor Sue McCormack, Hon David Caygill (1971 UCSA President and Fundraising Committee Chair), Christchurch Mayor Lianne Dalziel and current UCSA President Sam Brosnahan. Guests were treated to a number of short performances by UCSA clubs and societies in the Ngaio Marsh Theatre and were afforded the opportunity to tour the building. A further 700 people also toured Haere-roa during the community open day on Saturday 3 August.

I had the pleasure of attending the finals of the UC Three-minute Thesis (3MT) research presentation competition on the evening of 6 August in the Ti Kouka function room of the Haere-roa building. Fifteen students (two PhD and one master's from each college) each delivered three-minute, single-slide presentations of their research to a full audience, with Associate Dean Ekant Veer directing proceedings. The quality of the presentations was impressive and the judges professed great difficulty in determining the winners. The winner of the People's Choice Award (judged by audience acknowledgement) was Edoardo Galli (Physical and Chemical Sciences), who talked about brain-emulating nano-devices for pattern recognition. The judges awarded third place to Elizabeth North (PhD, Civil and Natural Resources Engineering) for her presentation "Not Shaken, Not Stirred", about mixing brine from desalination plants; second prize went to Lily Duval (MA, English) for an untitled presentation relating to the anthropogenic demise of insects; and the overall winner was Eloise Smith (PhD, Psychology, Speech and Hearing), who presented "Weak or What?" about her research into the pathology of swallowing disorders. Eloise will represent UC at the 2019 Asia-Pacific 3MT Competition to be held on Friday 4 October at the University of Queensland. Lily will represent UC at the New Zealand 3MT Master's competition at the University of Otago on Friday 22 August. This year's UC competition was generously sponsored by Research First, a Christchurch-based research and product-development company.

On 26 August, I will be hosting a visit by Dr Molapo Qhobela, Chief Executive Officer of the South African National Research Foundation. Dr Qhobela has significant experience and knowledge of the African higher education system and has established international relationships and networks with funders and government entities. Following a visit to Gateway Antarctica and the Ngāi Tahu Research Centre, Dr Qhobela will present a seminar on “The Role of Science Funders for the Sustainable Development Goals, and Opportunities for Africa-NZ Collaboration”.

I am pleased to announce that in September the University will welcome its first Distinguished Erskine Fellow. The position has been accepted by Professor Sir Colin Humphreys, who is a Fellow of the Royal Society and the Royal Academy of Engineering. In 2010 he was knighted for ‘services to science’. Sir Colin is Professor of Materials Science at Queen Mary University of London; Distinguished Research Fellow at the University of Cambridge; and a Fellow of Selwyn College, Cambridge. He founded the Cambridge Centre for Gallium Nitride and set up two spin-off companies to exploit the research of his group on low-cost light-emitting diodes (LEDs) for home and office lighting. The companies were acquired by Plessey, which is now manufacturing LEDs based on this technology. He also founded the Cambridge/Rolls-Royce Centre for Advanced Materials for Aerospace: materials developed in the centre are now flying in Rolls-Royce engines. He recently set up a new company, Paragraf, to exploit the research of his group on graphene, which promises to revolutionise a wide range of products, including sensors, solar cells and electronic devices. Paragraf currently employs 21 people and has filed eight patents.

During his two-week visit to UC, Sir Colin will lecture to undergraduates and postgraduates in Engineering, Science and Entrepreneurship, and deliver a UC Connect lecture. He will visit the Ministry of Business, Innovation and Employment (MBIE) with Professors Ian Wright and Jan Evans-Freeman, meet with principal investigators in the MacDiarmid Institute and engage with UC research. He will have an office in Electrical Engineering and be closely associated with that department.

During August, I completed the last of my 2019 department visits. In total, I have visited 53 departments and have very much appreciated the warm welcome I experienced on each occasion. It was helpful to have the opportunity to hear first-hand from colleagues about their experiences at UC and their perspectives on what changes are needed.

2. STRATEGIC MATTERS

2.1 E Tū, Kia Ora – Academic Strategy Development

After input from students, staff and UC Council, the draft Strategic Plan for the University is being edited in preparation for submission to the Council for final approval. As the process unfolded academic, professional and general staff made it very clear that the university needs to not only refocus on its academic mission but also improve its business processes and systems as these are sometimes hindering the academic mission. As a result of this feedback, what was initially intended as an academic strategy is now the institutional strategy and covers the whole of the institution’s activities.

Since my last report, a survey of student views on the proposed strategy has been completed. 1,718 students responded. Students were asked to allocate a notional \$10,000 to 10 activities in which the University could invest. Supporting student success and wellbeing was the highest, sustainability was second and the third was improving UC’s teaching and research. As a result of this survey and further feedback through the process, the draft Strategic Plan now features both student and staff wellbeing and sustainability in more explicit terms.

The consultation process has been thorough and highly engaging and I wish to record my appreciation to all who participated.

2.2 UC Futures Programme UC Ki Mua

As the finishing touches to all but the Beatrice Tinsley building are completed in the UC Futures construction programme, the Tertiary Education Commission is considering the future of the Governance Oversight Group, a group of UC Council members and Government leaders set up to support UC in its earthquake recovery process and rebuild. As the University is well on the path to recovery, it may not need this additional governance group. This option will be considered more formally in September at the next meeting of this group.

In the meantime, UC's ambitious growth targets for full fee international enrolments continues to face head winds, with slow visa processing by Immigration New Zealand. Nevertheless, UC is forecast to achieve a 10% year-on-year increase in full fee international students this year. UC continues to have about the lowest proportion of international students but one of the highest proportions of international faculty in New Zealand.

3. STUDENT RECRUITMENT

3.1 Domestic Recruitment

Domestic recruitment for 2020 is on track. Course planning visits have continued throughout Auckland, Wellington and Christchurch. The regions were also visited, with Nelson/Marlborough, Bay of Plenty, Waikato, Southland, Taranaki, Hawke's Bay and South Canterbury receiving visits from UC. In addition, there was attendance at school career expos in Auckland.

Go Canterbury applications for Wellington and Auckland are tracking at similar numbers compared with last year, with around 300 applications submitted. Accommodation applications continue to be received by Accommodation Services. Although it still early in the process, applications seem to be ahead of results expected at this point.

A Postgraduate and Professional Development information evening was held at the Chamber of Commerce in the City. Over 100 attended, double last year's number. All future students who enquired on the night have received follow-up information from a Liaison Officer or a college staff member.

3.2 International Recruitment

At 31 July 2019, UC had 1,825 full fee equivalent full-time students (EFTS), which is 12.5% of total EFTS. Year-on-year growth is approximately 10% in aggregate, with new-to-UC growth expected to be between 4% and 5% for the year. UC growth is still ahead of the sector average.

Recruitment has grown in all geographical regions except Asia (excluding China) and the United States of America. The decline in Asia is largely attributed to a 50% drop in government-funded scholarship students from Malaysia. The number of US Study Abroad students has declined by 15% for the year, which includes an almost 25% decline in Semester 2 likely due to a change in perception following the terror attacks on 15 March. The fastest-growing source country is India, which is up over 30% year on year.

In addition to the changes in Malaysian government funding practices and fall-out from the 15 March event, growth has been depressed by slow Immigration New Zealand processing of student visas. The number of University Transfer Programme students from UC International College is also significantly down against expectations and essentially flat year-on-year compared with 2018.

The International Relations Office (IRO) is actively responding to the 2019 results in a number of ways. Functional changes to the admissions pipeline have freed up resources for deployment in dedicated conversion management work. The initial focus of this conversion activity will be in the ‘made offer’ space and should raise UC’s conversion performance.

Changes to the Majlis Amanah Rakyat (MARA) programme now mean that funded Malaysian students can choose which institution they attend (whereas previously they were centrally allocated to overseas institutions). Therefore the IRO is increasing its direct engagement with MARA-sponsored colleges in Malaysia, leveraging UC’s extensive network of alumni and current students to help increase our share of the declining pool. It is hoped that these efforts, along with a push to provide targeted Dean’s Awards, will also have a positive impact on recruitment of self-funded students.

In China, the IRO is seeking to establish new pathways for students that include an element of transnational delivery (TNE). A pathway programme developed in conjunction with Huazhong University of Science and Technology will be operational next year, and will see students enter UC bachelor’s degrees with one semester’s credit. A separate pathway for students who wish to study at local Christchurch high schools and then come to UC is also being developed with the help of ChristchurchNZ (CNZ) and Education New Zealand. This pathway will complement CNZ’s efforts to attract talent into specific ‘supernode industries’.

In India, the IRO is doubling its in-country recruitment presence with the establishment of an embedment in the Bangalore office of SannamS4. SannamS4 is a global ‘market entry and expansion solutions provider’ that UC uses in India to host our in-country recruiter(s). This extra resource will also allow UC to accelerate our efforts to develop new markets in Sri Lanka, Nepal and Bangladesh.

4. STUDENT EXPERIENCE

Student Services and Communications has set up the Kia Kaha Grant to assist UC students who are facing, or have faced, financial hardships in the aftermath of the terror attacks on 15 March. It has \$22,000 available for distribution and has identified five students as well as a student club, the UC Muslim Students’ Association (UCMUSA), to receive the grant.

An updated report on UC’s compliance with the Code of Practice for Pastoral Care of International Students has been completed. The self-review has identified improvements to be made that will continue to ensure international students are supported and have a world-class student experience at UC.

4.1 UC Careers

Seventeen UC international students began internships in July and August as part of the UC-ChristchurchNZ Job Ready programme. Companies providing internships include Kea Aerospace (marketing), Baby Pantry (market research), Environmental Services (NZ) Limited (data conversion), Onside (data collation and analysis), Christchurch International Airport (social media) and ChristchurchNZ (journalism). Feedback from students and employers on the Job Ready programme has been very positive, as the following samples indicate.

Student feedback: “There is a lot of one-on-one support and through the programme I was connected to a local business – Fabriko. I was offered an internship with them, working with Carl (the founder and CEO) on a behavioural economics project for a new product they were launching. It was a fantastic experience and I learnt a lot from him about the Kiwi way of working. He also recommended me for another internship project with a government agency which I went on to do also. The Job Ready programme was instrumental in getting me connected to the city in a concrete

way. I worked on interesting projects around the city and was motivated to add value to the community around me. Moreover, I was able to meet and become friends with like-minded and driven people in the city, through these internships – I made some great connections.” *Manish Muthukrishnan, Bachelor of Commerce, UC*

Employer feedback: “Manish was excellent. He is proactive and his behavioural economics were a real asset to our business.” *Fabriko*

More than 60 people attended the annual Empowering Women event, which focused on the question, ‘What do women bring to leadership?’. I was among the guest speakers for the event, which also featured Stella Ward, Chief Digital Officer, Canterbury District Health Board; Lan Pham, Environment Canterbury; and Hannah Duder, CEO, Indigo & Iris. In addition to thought-provoking and inspiring presentations from the guest speakers, robust and motivational discussions left attendees feeling more empowered to recognise and demonstrate their own leadership skills and qualities.

4.2 Student Care

	July 2018	July 2019	YTD Total (2018)	YTD Total (2019)
Student Engagements	313	673	1,867	3,404
Unique Count	158	437	1,114	2,071

The number of students seeking support has increased significantly. Student Care recorded a total of 673 student engagements from 437 individual students in July, which is 360 more student engagements than in the same month last year. A comparison between the year to date (YTD) values in the table above shows 957 more students have used Student Care services in 2019 so far (unique student count only). International students made up 1,677 of the student engagements, while domestic students made up 1,727.

All students on the Academic Process Review (APR) list were contacted, with priority given to those in the impending exclusion and exclusion categories. In addition to supporting students to attend the appeal meetings, recommendations and comments on APR have been provided to relevant areas.

Mid-year International Welcome and Enrolment week (8–12 July) was a joint effort between Student Care, Student Services and current student leaders. The week commenced with a welcome on 8 July and received overall positive feedback from the participants.

Student Care International is working with IRO on streamlining the webpages and processes involving sponsored students (other than those sponsored by the Ministry of Foreign Affairs and Trade).

The Australia New Zealand Student Services Association (ANZSSA) held a hui in Wellington. On behalf of UC and UCSA, Student Care made a presentation on financial hardship issues at the hui.

4.3 Student Experience Team (SET)

Students requiring support following Semester 1 results were followed up across all of SET’s first-year experience programmes. Student leaders received additional mental health and wellbeing training via the Ākonga Leadership Incubator (ĀLI).

All new-to-UC undergraduate students were invited to a Mid-year Orientation and, as part of the Semester 2 callout, were phoned by UC mentors to check in and offer support. International students who commenced studies in February also received a call.

A University-wide promotion to recruit mentors for 2020 incoming students is underway, with a focus on networking within colleges to actively promote and enhance the service. An increase in postgraduates seeking mentors has been noted.

Significant events in first-year experience programmes included: a two-day Emerging Leaders service retreat in Hanmer Springs; a variety of seminars to prepare Go Canterbury students for second year including Flatting 101, CV writing and a NZ Red Cross First Aid course; and UniLife welcoming six new students.

4.4 Wellness Services

4.4.1 Wellbeing Strategy

The Wellbeing Strategy results have been reviewed and a provisional implementation programme is being developed in conjunction with the Strategic Plan work.

4.4.2 Rec & Sport

RecCentre membership grew by over 1,000 new members last month, reaching a total of 8,233 UC students (1,368 postgraduates and 6,865 undergraduates). It has maintained its community membership base of 488 other members, of whom 210 are UC staff. Participation rates have increased from August last year, with a total of 28,086 checking in this month; 88% of these were students. As with last month, the year-to-date figures remain the highest since before the earthquake sequence began in 2010.

July saw the arrival of several Body Composition Scan kiosks. These work in with the MyWellness app, giving a free detailed analysis of an individual's health numbers (body fat, body mass, bone mass and metabolic age). The RecCentre is beginning to test features of MyWellness with different cohorts (such as the Sport and Fitness Academy, SteerMe and PushMe clients), with the goal of rolling it out to the wider membership in 2020.

The University and Tertiary Sport NZ (UTSNZ) volleyball championships took place at Pioneer Stadium in Christchurch during July. The UC men's volleyball team were dominant, winning the final without losing a set the entire tournament. The women's team competed ably, finishing sixth in their competition. The next tournament is Ultimate Frisbee in Auckland at the end of August.

4.4.3 Health Centre

The new model for primary health care provision – the Healthcare home model – is progressing off the back of the Government's Wellbeing budget. The Health Centre's Medical Director met with both the Christchurch and Pegasus primary health organisations (PHOs), who were interested in promoting this new model. The UC Health Centre is already moving towards operating under this new approach (every role operating at maximum role scope) and expects PHO support for this initiative to grow.

The continuing trial of the 'triage/warm handover/rapid access' counsellor role is showing good results. The role's purpose is twofold: to undertake a rapid triage of patients and contact any person on the wait list to assess risk. The outcomes appear to be positive with 43 of the 99 consultations requiring no further access to support, while 31 required another contact with the triage role and a further 10 were referred to a general practitioner for further care. Only 15 of the 99 contacts made required counselling support.

5. PEOPLE AND CULTURE

5.1 Certificates of Service and New Staff Induction

At an event arranged by Human Resources, I was pleased to present certificates of service to staff who have achieved 10 years' service at the University. Another event for staff with 15 to 30 years' service is planned for early September. I wish to thank the UC Admin Plus group who initiated this programme for general staff, and who have worked with Human Resources (HR) to expand it to all staff. This will now be an ongoing way of recognising the contribution of staff to the University.

A recent review has seen an expansion and deepening of the support provided to new staff and their families relocating to Christchurch. This includes more comprehensive information about UC, Christchurch and New Zealand. Individualised support from the University recruitment team to each new recruit is supplemented by a range of outside providers in areas such as accommodation. HR is working with the University Newcomers Group to broaden its engagement with staff and families. UC has partnered with the Chamber of Commerce to provide presentations on Cultural Diversity in the Workplace for heads and managers and workshops on Understanding Kiwi Workplace Culture for new staff.

5.2 Health, Safety and Wellbeing

Congratulations are also in order for the staff who were recipients of the recent 2019 Health, Safety and Wellbeing awards. There are too many names to mention in this report but their individual and team efforts to promote and foster health, safety and wellbeing for their colleagues, our students and visitors are very much appreciated.

6. LEARNING AND TEACHING

The end of August sees the completion of the first term of the second semester for students and teaching staff. As the term comes to a close, students have been busy with assignments and preparing for their final term of the year. To better understand the student experience, the Learning Evaluation and Academic Development team (LEAD) has launched two surveys: the Graduate Destinations Survey seeks information about students who have graduated, while the U-Count Survey seeks feedback from our current students.

The team is also working intently on developing the first 'prototype interactive dashboard' for use with the Graduate Destinations Survey 2019 when it closes in early August. The aim of the dashboard is to ensure colleges can access the data easily to inform their curriculum. An interactive approach to development is favoured and consultation with colleges and academic staff is underway. With input from E-learning, LEAD has also started to build a suite of 'induction'-style teaching development offerings for new academic staff. These will complement the existing professional development opportunities offered by Human Resources, but will have a teaching focus. It is envisaged these will provide a useful prerequisite for the Postgraduate Certificate in Tertiary Teaching and have a strong skills focus.

Evaluation of new curriculum initiatives is nearly complete as colleges are winding up their Graduating Year Reviews (GYRs). The GYRs look at student performance across the qualification and provide an opportunity for colleges to reflect on how they might change or enhance programmes. A total of 25 GYRs have been completed and will be forwarded to the Council of Academic Programmes.

7. RESEARCH

The Tertiary Education Commission has announced the details of the Centres of Research Excellence (CoRE) round that will fund 10 CoREs from January 2021, following on from the 10

CoREs currently funded until the end of 2020. CoREs are inter-institutional research networks, in which researchers work together on commonly agreed work programmes. Concerned with developing human capital and making a contribution to national development, CoREs focus on the impact of their research. UC is leading the development of three new CoRE bids, in addition to the QuakeCoRE re-bid, and is involved in potential bids led by other universities. Expressions of interest are due in late August, with full applications due in late November 2019.

A part of UC's collaboration with University of Otago, Christchurch, the Brain Research NZ CoRE, has seen the two universities and the Canterbury-based independent New Zealand Brain Research Institute launch the new Christchurch-based Dementia Prevention Research Clinic. This clinic will conduct a longitudinal study of pre-dementia patients to identify the earliest symptoms of dementia via brain scanning, and blood and cognitive testing. Its aim will be to characterise and identify unique signs of emerging dementia, providing a focus for early treatments of future patients prior to the full onset of the disease. Professor Ian Wright, Deputy Vice-Chancellor, alongside the Christchurch Mayor and Sir Tipene O'Regan, hosted the launch of the new clinic.

Henrietta Carroll, the principal advisor within Research and Innovation (R&I) Office on Vision Mātauranga and engagement with iwi, has resigned to return to work with her rūnanga at Wairewa. The current review of external research funding and R&I Office presents an opportunity to reflect on how UC supports researchers to engage with iwi on research projects of joint interest and direct relevance to Māori, along with other recommendations on enhancing support for UC researchers.

8. BICULTURALISM

Kaiurungi (Māori Student Advisors) are seeing a steady stream of Māori students for pastoral care appointments. Kaiurungi recently attended a Teach NZ Scholarships hui in Wellington to discuss new scholarships offerings. They also attended the Waitaha Secondary Schools' Regional Kapahaka competition to promote UC to prospective Māori students and whānau.

The Office of the Assistant Vice-Chancellor (AVC) Māori are working on portfolio changes across the team. An all-of-office wānanga planning session has been scheduled for 23–24 September. The wānanga will take a retrospective look back on challenges and opportunities, while also taking time to plan for the future.

AVC Māori Dr Darryn Russell, as chair of Te Kāhui Amokura (Universities New Zealand), is leading a New Zealand summit day at the University of Brasilia as a contribution to the 2019 International Year of Indigenous Languages. This project is seen as an opportunity for Universities New Zealand to consider growth and development of relationships in South America for student, staff and research exchange.

9. FINANCES

July 2019	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)
Net Surplus/(Deficit)	6,054	(1,755)	7,809	2,080	9,757	7,677
Capital Expenditure	59,187	78,822	19,635	123,637	116,876	6,761
Cash/ Short Term Investments/ Short Term Government Stock	328,255	285,336	42,919	173,363	191,860	18,497

We had been budgeting for an operating deficit as at the end of July 2019 of (\$1.755) million, but have returned an operating surplus of \$6.054 million.

This is a favourable variance to budget of \$7.809 million. It mainly relates to \$6.700 million less operating expenses (largest savings are in consultancy expenses, contract research, and asset purchases <\$2,500, partially offset with higher commissions and levies).

Other favourable variances relate to a \$2.850 million reduction in the retiring allowance provision, based on the 30 June actuarial valuation, compared with an expected increase in provision of \$1.500 million that was in the budget, resulting in a \$4.350 million favourable variance; \$1.298 million less depreciation; \$1.058 million more interest income; and \$0.750 million more net profit that was realised in May on the Fire and Emergency New Zealand deal due to lower demolition costs than had been budgeted for.

This favourable variance has been partially offset with unfavourable variances coming from (\$1.231) million less (non-research) income from UC Foundation/Trusts, (\$3.347) million less tuition income including Student Achievement Component (SAC) funding, (\$1.140) million less Performance-Based Research Fund (PBRF) income following recent reassessment of UC's PBRF-related performance, and (\$1.020) million less research external income.

We continue to forecast a surplus above budget for the full year. Expected reductions in revenue in relation to international tuition fees and PBRF are offset by improved interest revenue and external research revenue, with savings in personnel and depreciation expenditure.

Capital expenditure is \$19.635 million below budget. Of the expenditure incurred to date, \$16.477 million is related to UC Futures (Rutherford Regional Science and Innovation Centre, Rehua, and Canterbury Engineering the Future) against a year-to-date budget of \$30.094 million, much of which relates to programme delays and final account payment requests yet to be received for the larger building projects.

The July 2019 cash position of \$328.255 million is \$42.919 million higher than budget, largely due to higher than expected balances at 31 December 2018 and lower capital spend.

For further details, please refer to the latest monthly financial report.

	Headcount			EFTS		EFTS			
	Applications to Enrol			Actual Enrolment		Full Year Enrolled			
	ATE Enrolment Week: 46 (11/08/2019)			Enrolments (11/08/2019)		Actual	Actual	Forecast (as at June)	Budget
	2017	2018	2019	2018	2019	2017	2018	2019	2019
Domestic 1st Year	5,258	5,460	5,995	3,589	3,688	3,262	3,662		
Returning	9,694	10,026	10,656	8,545	9,111	8,409	8,704		
Total	<u>14,952</u>	<u>15,486</u>	<u>16,651</u>	<u>12,134</u>	<u>12,799</u>	<u>11,671</u>	<u>12,366</u>	<u>13,034</u>	<u>12,972</u>
International 1st Year	3,334	3,925	5,047	878	914	744	922		
Returning	813	947	1,123	776	911	674	781		
Total	<u>4,147</u>	<u>4,872</u>	<u>6,170</u>	<u>1,653</u>	<u>1,826</u>	<u>1,418</u>	<u>1,704</u>	<u>1,885</u>	<u>2,019</u>
Total	19,099	20,358	22,821	13,787	14,625	13,089	14,069	14,919	14,990

2018/19 Budget and Forecast is not calculated down to year at UC.

Enrolment data is based on the same date across years, i.e. 6 January vs 6 January.

ATE data is based on student headcount and based on the students' citizenship status rather than fee type. Enrolments data is based on EFTS and student fee type (Domestic or International).

'International' refers to the students' New Zealand citizen/residency status rather than their fee-paying status. Most but not all international students will pay International fees. As PhD students generally pay domestic fees, this table groups them with Domestic Students.

10. MAJOR PROJECTS & FACILITIES

Major Building Projects

Rutherford Regional Science and Innovation Centre programme: The Defects Period for Ernest Rutherford has concluded and any incomplete defects have been addressed in accordance with the contractual requirements. Although the main contractor for the Beatrice Tinsley building has increased site working hours in an endeavour to get work completed by 23 August, every indication is it will incur further delays of at least three weeks. The official opening is scheduled for 1 October 2019 and is not at risk.

Canterbury Engineering the Future: New ECU fan and motor have been installed but are not performing to specification to meet resource consent, so they remain a work in progress for the designers/manufacturers Windsor Engineering (Hawkins design and build). While the problem is not constraining PhD research activities, resolution before the end of October is unlikely.

Rehua: The project is complete and within budget. Potential damage to fluid viscous dampers (FVDs) is the final significant defect to be resolved prior to Practical Completion (PC) with remedial works actioned by UC and risk profile subsequently reducing. Hawkins has lodged an application for PC with the Engineer to Contract; however, defects are likely to delay approval.

Haere-roa (UCSA building): The building has been handed over, is occupied and operational. Award of Practical Completion is expected to be mid-September and the final account has not yet been settled.

Garden Hall (Homestead Lane): The project programme remains slightly ahead of schedule with steel erection well underway and the pre-fabricated floor slabs now on site and being installed.

Logie and Locke: On-site activity has increased considerably and remains on programme as endorsed by the College of Arts. Almost all asbestos products have now been removed in the Logie building and the College has made available two floors in the Locke building to commence removal early with the aim of maintaining programme momentum. A project/budget reset paper is expected to be provided to the Council in November 2019.

School of Product Design growth: The project is on programme, within budget and the last small stage is nearing completion of developed design.

RecCentre: Consultant procurement is complete and 50% of preliminary design presentations have been held with stakeholders. No significant risks or issues have arisen.

Low carbon Ilam boiler replacement project: External financing is being obtained and proposals sourced to inform options for a detailed business case.

University of Canterbury Library | Ngā Puna Mātauraka o Waitaha

[Kā Kohika o Macmillan Brown](#) (the search tool for the Library’s art and archives collections) was successfully relaunched in July, with improved design, layout, navigation and searching. The site now features curated themes, tailored to teaching topics and priority areas such as Māori and Pasifika content. The redevelopment was an in-house collaboration by staff in the Macmillan Brown, e-Services and Resource Discovery teams of the Library.

Demand for the services of the video production team continues to grow. Between January and June 2019, the team produced 153 videos: 59% for teaching, 21% for research and 20% for other purposes.

The Library is hosting a Research Futures Symposium on 29 and 30 August to support the university-wide conversation around the changing nature of research and research support needs.

IT Services | Te Ratonga Tautoko Hangarau

Consultation on the IT Cloud Strategy attracted academic and professional staff from across UC to inform strategy development. The initial draft of the strategy will be circulated for comment in September.

IT Services (ITS) launched its newly redesigned website with a greater focus on its customers. The website has tailored sections for students, staff and visitors. It also introduced two new features: a status page proactively notifies the UC community of IT service outages and maintenance activities; and a feedback page gives customers the opportunity to provide feedback about the services provided by ITS.

The 2019 mid-year Exam Results Release were successfully completed on Friday 5 July.

A software/firmware upgrade of the Ilam and Dovedale Campus Voice gateway was successfully upgraded, which has improved functionality.

Jade Student Management System patching was successfully completed with no interruptions to staff or students.

11. COMMUNICATIONS

11.1 UC in the media

In July, more than 60 media queries were handled. Media coverage included the 50th anniversary of the Moon landing, UC student success at the RoboCup, student research on ‘decolonising animals’, and UC–ChristchurchNZ research on sustainable tourism. Other media queries concerned UCSA toilet wait-times, the University’s stance on anti-racism initiatives, counselling at the UC Health Centre, and the conflict between Chinese students over Hong Kong protests. Advance communications were prepared on UC’s approach to carbon, coal and energy use in anticipation of the Extinction Rebellion event.

An analysis of coverage delivered between 1–31 July 2019 (broadcast, internet, print) found 607 items. This coverage reached a cumulative audience of 9,517,172 and had an advertising space rate of \$1,549,815.

The following UC media releases and news stories appeared in broadcast, internet and print media:

- Canterbury students officially open new home and theatre
- UC Connect public talk: Women on the cutting edge of engineering
- Drone doctor: Measuring whale health from above – new UC research
- Dementia Prevention Research Clinic launches in Christchurch
- UC Connect public talk: Never Say Die – Silicon Valley and the pursuit of immortality
- Government supports native planting with new tree restoration role at UC
- Award-winning research paper links birthdate with NCEA results
- UC reflects on the 50th anniversary of the Moon landing
- UC’s soccer robots only NZ team in international RoboCup
- Sustainability important to international tourists – new research
- Turning food waste into bioplastics
- Dark Sky Project launches in Tekapō
- Canterbury researchers lead the focus on Decolonizing Animals
- UC scholar studies Māori perspectives on plant-based kai

11.2 Marketing

The four-week Adult Student campaign has concluded and has performed well, with strong online engagement. The campaign targeted three different cohorts – Late Starters, Career Advancer and Life-long Learners. We are also in Wellington and Auckland with the Go Canterbury Scholarship campaign and the ‘Accommodation’ campaign coincided with the applications opening on 1 August.

UC Me is now in its final month. UC Marketing is supporting the colleges with campaigns in the following areas:

- Arts: Bachelor of Arts, Bachelor of Social Work, Bachelor of Criminal Justice, Tece Museum, Fine Arts, Music
- Business: Bachelor of Commerce and Master of Business Administration
- Law: Bachelor of Laws, Bachelor of Criminal Justice, postgraduate.

11.3 Digital

The go live for the Digital team’s new website is on track (14 August). The team has demonstrated the new system to close to 200 users, as well as training 120 users and numerous teams. It is working with Education NZ to set up more effective tracking of leads and enquiries to the website.

A new Strategic Plan intranet website has been created, and content about the process is live. The team also assisted with the rebrand of Academic Services to Ako: Teaching and Learning.

The Digital team has completed a successful Halls SnapChat (phone application) promotion, which saw great engagement from its student base as well as an increase of fans. It is now planning for the upcoming Spring Instagram promotion. The UC Minds video series was boosted with a great video featuring HitLab and continues to receive positive feedback.

The Postgraduate Prospectus is printed and has been sent out to key stakeholders. The team is now focusing on Course Catalogue, Calendar, Summer and Star brochures.

11.4 Engagements with Alumni and Donors

UC Foundation YTD income, including investment income, is \$5.1 million, of which \$3.1 million is being distributed to UC and the UCSA. A total of 723 funders have made 1,153 gifts. UCSA donor plaques and seat names were prepared in time for the opening on 2 August, with 250 of the 800 donors expected to attend.

The launch of the Free Will Writing service for staff was well received. This month one new bequest has been confirmed in the UK, which brings the total confirmed pledges to just over \$17 million from 33 individuals.

The annual appeal has generated a 36% increase in income over 2018. Students of Economics are undertaking a study with young alumni on why they give so we can increase responsiveness by tailoring future campaigns to different demographics.

The alumni trip to Mt John in September is fully booked. Invitations have been sent for the Golden Grads event in September, which will be held in the UCSA building and hosted by Professor Jan Evans-Freeman, Pro-Vice-Chancellor Engineering, with Sir Colin Humphreys, a visiting Erskine Fellow of Engineering. The alumni ambassador programme now has a Geneva, Switzerland representative and Samoa is due to be added shortly. Our list of alumni authors can be viewed online at <https://www.canterbury.ac.nz/alumni/our-alumni/alumni-authors/>

At the end of August, Professor Jan Evans-Freeman and I will host an Engineering Supporters dinner with the CEOs of 18 corporate supporters of the University. The College of Business and Law will be welcoming a fundraiser for a fixed-term contract of six months to help develop its strategic plan for income development.

11.5 Other Engagements

I attended UC's annual Secondary Principals Day, during which more than 50 Principals from around New Zealand met our current cohort of graduating students and undertook early recruitment of new teachers. It was a pleasure to be able to address the group of Principals and welcome them to both the University and to Rehua. This event, which is organised and hosted by the College of Education, Health and Human Development, has been held annually for many years and has a threefold purpose. It provides an opportunity for the University to host key stakeholders, gives our graduating teacher education students the opportunity to experience the process of presenting themselves for interview and allows principals the opportunity to recruit our graduates to their schools. Anecdotal feedback indicates that the Principals were impressed with the students they were able to meet and that a number of our students will be offered teaching positions for 2020.

On 16 August, I spoke at the Canterbury West Coast Principals' Association meeting, which was hosted by UC in the Te Moana nui a Kiwa Centre in Rehua, the new home to College of Education, Health and Human Development. Approximately 30 Secondary School Principals from across Canterbury and the West Coast attended. The group meet regularly to exchange views and representations to various groups on behalf of secondary principals. This was the first time in many years the group has been hosted by UC.

12. COLLEGE SUMMARIES (PROVIDED BY PRO-VICE-CHANCELLORS)

College of Arts / Te Rāngai Toi Tangata

The remediation of the Locke and Logie buildings, two of the main Arts buildings, has been slowed down by asbestos issues, but progress on James Logie is now well advanced and on track for staff to move back in at the end of the semester. To make up for time and reduce cost, the College brought forward work on levels 2 and 5 of Elsie Locke, aiming for completion in the second half of

next year, and hoardings are now in place around the building. College staff and postgraduate students have been incredibly positive and pragmatic during the inevitable upheavals of decanting.

Several all-College workshops have focused on the College's flagship degree, the BA degree, with plans to progress options through to the Arts Management Team and to College Meetings.

The College is extremely pleased to welcome Clare Murray to the Arts Management Team in the role of Partnerships Manager. Clare's role includes management of the Professional and Community Engagement (PACE) and wider internships programme, but will also extend to building wider engagement between the College and the Christchurch community in various spheres. Clare has had a successful career as a commercial lawyer, a business owner and manager in the financial services industry, as well holding various Executive Chair roles in not-for-profit organisations such as the Christchurch Arts Festival. She is a Director of Whai Rawa / Te Rūnanga o Ngāi Tahu and the New Zealand Symphony Orchestra.

For our many cultural and scholarly events, see the College's regular newsletter, *Arts Update*: <http://www.canterbury.ac.nz/arts/arts-news/archive/arts-update/> .

College of Business and Law | Te Rāngai Umanga me Te Ture

The School of Law hosted Hotung Fellow, Justice Stephen Gageler AC of the High Court of Australia from 15–29 July. During his visit, Stephen gave a staff seminar on the relationship between the judiciary and the academy and delivered a public lecture on “The Quantity and the Quality of Justice: Constructivist and Ecological Rationality in a Common Law System”. Congratulations to Professor Karen Scott on her election as President of the Australian and New Zealand Society of International Law. Congratulations also to LLB Hons student, Margaret Wisst, who was awarded the Legal Research Foundation award on 7 July for best Unpublished Undergraduate Student Paper, titled “Litigation Funding – Access to Justice or Egregious Exploitation?”

The 2019 Sustainability Challenge brought together 50 students from University of Canterbury, Lincoln University and Otago Polytechnic on 3–4 August. Their challenge was to design a business venture to contribute to a low-emission and environmentally sustainable economy through food production in Aotearoa. The ideas presented included kelp-based bioplastic food packaging, a carbon-negative meat cooperative, and an at-home food-growing system that allows consumers to track their environmental impact. The Challenge was hosted by the UC Centre for Entrepreneurship in partnership with Blinc Innovation, the Ministry for Primary Industries and Lincoln University. Meanwhile, UC law students joined members of the cast of the Pop Up Globe Moot on 15 July in prosecuting and defending Hamlet before a retired Court of Appeal judge and an audience in the new Ngaio Marsh theatre. This event was sponsored by the law firm Anthony Harper.

In Semester 2, 82 new international students (including exchange and study abroad students) joined the College of Business and Law to start their study at UC. This cohort contributed to the diversity of the College community with students from 19 different nationalities (Austria, Belgium, Colombia, China, Czech, Denmark, Ecuador, Germany, India, Japan, Korea, Luxembourg, Malaysia, Norway, Singapore, Sri Lanka, Switzerland, UK and Vietnam).

Women in Business Job Ready Workshop: Leanne Crozier and Katy Boyle from Decipher Group hosted the Job Ready workshop at the UC Centre for Entrepreneurship alongside UC student club, Women in Business. Students learnt insider tips on how to get their LinkedIn profile up to scratch and what to put in a cover letter. They also had the opportunity to ask questions about the job application process.

College of Engineering / Te Rāngai Pūkaha

After the long-serving Director of the Masters of Engineering Management (MEM) programme, Piet Beukman, retired earlier this year, it has been decided the new Director will be located in an academic department. Therefore an advertisement has gone out this week for a senior academic with research in the area of electrical and/or electronic engineering who would also be interested in this leadership role. The College plans to re-launch the degree after the Director arrives and work closely with other colleges across campus in its continued development.

The College is running its successful residential WiECAN week for female school students interested in engineering again early in 2020 and already has received many more applicants than places, just as it did in 2019. It will choose candidates to achieve a balanced distribution across the country, and work with all applicants, successful or otherwise, to ensure they continue to engage with UC.

The College is pleased to have recently formed a new relationship with the Christchurch City Council to find research projects for its many Masters of Applied Data Science students, to the benefit of both partners.

College of Education, Health and Human Development / Te Rāngai Ako me Te Hauora

Dr Cara Swit hosted a meeting with Nicola Willis, National Member of Parliament and spokesperson for early childhood education, about the current state of early intervention in Aotearoa New Zealand. The particular focus was on the Postgraduate Diploma in Specialist Teaching – Early Intervention, the only training currently offered in New Zealand that is targeted to early childhood educators. Dr Paul Matthews, University of Georgia, USA, is here as a Canterbury Fellow hosted by Associate Professor Billy O’Steen. Dr Matthews’ Prestige Lecture entitled “University Community Engagement: Lessons from the US” and his workshop on service learning were well received. The College held the annual Thesis-in-Three competition, celebrating the outstanding work of its postgraduate students and their supervisors. The Teacher Learning and Innovations in Practice Research Hub was pleased to sponsor a workshop offered by the Teaching Council on the new Tapasā framework, a resource for all teachers of Pacific learners. It is designed to support teachers to become more culturally aware, confident and competent when engaging with Pacific learners and their parents, families and communities.

College of Science / Te Rāngai Pūtaiao

The College is pleased to have received in the last month a positive review of its flagship audiology programme, the Master of Audiology. This review was conducted for both academic and accreditation purposes by a panel that included internal and external academic members, and a representative of the New Zealand Audiology Society as the overseeing professional body. The review panel noted in particular the commitment of our staff to producing very high-quality graduates, the strongly positive programme culture and the bicultural initiatives, including a noho marae experience for the MAud students. The review panel especially commended Associate Professor Rebecca Kelly-Campbell’s work in supporting an effective review. The Pro-Vice-Chancellor also thanks Associate Professor Pieter Pelser for his service in chairing the review panel.

In terms of staffing, the College is currently engaged jointly with Lincoln University in an important international search process for a new Professor and Director of the joint Waterways Centre for Freshwater Research, to replace Professor Jenny Webster-Brown, who retired recently after 10 years as the establishment Director. This is a key role for the future of Waterways, which in future will be part of the School of Earth and Environment | Te Kura Aronukurangi. The selection panel is jointly constituted, with representation from both universities. The College expects interviews to take place in September, and the new Director to be in place as soon as possible.

13. Appendix 1: VC Activities

Past	
1 August 2019	<ul style="list-style-type: none"> • Spoke at Empowering Women in their careers event
2 August 2019	<ul style="list-style-type: none"> • Met with Principal of Hornby High School • Met with Ruth Dyson on campus • Attended Haere-roa opening
6 August 2019	<ul style="list-style-type: none"> • Attended 3MT (Three-minute Thesis) event
7 August 2019	<ul style="list-style-type: none"> • Met with European Union Ambassador on campus
8 August 2019	<ul style="list-style-type: none"> • Attended Universities New Zealand meeting
9 August 2019	<ul style="list-style-type: none"> • Spoke at Annual Secondary Schools Principals Day • Attended Academic Board
12 August 2019	<ul style="list-style-type: none"> • Spoke at Christchurch Business Club luncheon
16 August 2019	<ul style="list-style-type: none"> • Attended UC Admin Plus Length of Service Celebration • Speaker at Canterbury West Coast Principals Association meeting
21 August 2019	<ul style="list-style-type: none"> • Spoke at new staff induction
Future	
22 August 2019	<ul style="list-style-type: none"> • Attended VC General Staff Development Awards/ Health and Safety and Wellbeing Awards • Attended Blue CLUES #3 meeting • Attended The Chalky Carr Scholarship launch event
23 August 2019	<ul style="list-style-type: none"> • Met with Principal of Wellington College in Wellington • Met with Principal and Headmaster of Scots College in Wellington • Met with Rector of St Patrick's College in Wellington
28 August 2019	<ul style="list-style-type: none"> • Attended Women in Leadership breakfast
3 September 2019	<ul style="list-style-type: none"> • Attending Early Career Academic Workshop function
4 September 2019	<ul style="list-style-type: none"> • Attending Graham Nuthall Lecture
5 September 2019	<ul style="list-style-type: none"> • Attending Professorial Lecture Series
6 September 2019	<ul style="list-style-type: none"> • Attending UC Admin Length of Service Celebration • Visiting Landcare Research with Professor Wendy Lawson
16 September 2019	<ul style="list-style-type: none"> • Attending Coordinating Centre for Humanitarian Assistance on Disaster Management Executive Programme
18 September 2019	<ul style="list-style-type: none"> • Speaking at new staff induction • Meeting with CEO of Governance NZ on campus • Attending Westpac Champion Business Awards
19 September 2019	<ul style="list-style-type: none"> • Attending Governance Oversight Group meeting