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

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1. INTRODUCTION

The second highest-ever level of attendance at UC Open Day on 13 July, despite one of the worst weather days of the year, is a credit to all those staff who planned and implemented the day. UC Open Day 2017 was attended by 3,362 prospective students and whanau. UC's highest ever Open Day attendance was 2016, when 4,724 people attended. UC's 2015 Open Day, which encountered similar inclement weather, was attended by 1,750.

This year, an event app was in place for Open Day, aiding communication with those who pre-registered and downloaded the app. 2,340 people did so, with the app accessed 27,869 times. 9,745 personal interactions were recorded over 52 sessions, well up on the 7,786 interactions over 44 sessions in 2016. 78% of people surveyed so far said they were likely to enrol at UC.

We have decided not to conduct the survey of school leaver intentions this year. As a consequence, there will be limited reliable leading indicators of likely domestic enrolments before late January 2018.

The University continues to work hard to ensure the 2018 Semester One teaching programme gets off to a smooth start. Delays in completing the three major building projects will determine whether the year gets under way as planned, or whether alternative teaching spaces are required. UC is also continuing to work hard on achieving the various targets associated with the Government's investment in recovery and transformation of the University.

Semester Two enrolments confirm a continuing increase in full-fee (international) student EFTS, but the University is tracking slightly below target (but within minus 5% variance) on domestic EFTS for 2017.

The development and promulgation of the Graduate Profile is progressing across the Colleges, with significant effort ensuring the development, planning, academic assurance and necessary regulation changes for embedding the four graduate attributes through the university curriculum.

The focus for the remainder of 2017 will be to continue to work hard to attract students, ensure they have access to the world-class facilities we have undertaken to provide as soon as possible, and to continue to embed the graduate profile, ensuring that in time, our students leave the University not only having mastered their chosen academic discipline, but with the other skills we know are required to ensure they succeed in their future endeavours and, through doing so, make Canterbury graduates even more sought after.

Planning for the 2018 budget and early forecasts for 2019 highlight the importance of achieving student recruitment targets and cost containment objectives. SAC support will be essential if UC is to meet its Funding Agreement Targets in 2018 and strict control of costs and a 5% reduction of general staffing levels by 2019 is required.

2. STRATEGIC MATTERS

2.1 UC Futures

UC continues its transformation to develop leading learning environments for our students, staff, business partners and the community. Overall there are eight classes of generic learning spaces now available at UC including tutorial conversational spaces for small groups; tutorial interactive spaces for groups up to 30; project workshop spaces; lectorials; small to medium lecture spaces; flat flexible medium learning spaces; interactive lecture spaces; and large traditional lecture theatres. Each space can be equipped with a range of audio-visual equipment to support blended learning, though each is based on a particular pedagogical style. For example, project workshop spaces

assume that learning will be interactive and group based, while the traditional lecture spaces assume discursive teaching. These spaces are supplemented by informal social working spaces in atria and corridors as well as libraries. Each of the UC Futures construction projects includes versions of these spaces in addition to specialist laboratories and other specialist spaces. 2018 will see the widespread use of these new learning spaces across the University, with many of the spaces available for all colleges to use.

In light of the Grenfell Tower fire in the UK, Learning Resources is currently reviewing and examining the cladding used in new and older buildings, including those in the UC Futures programme. The type of cladding is called Aluminium Composite Cladding (ACM or ACP) and comes in different fire ratings. There are three areas in the new UC Futures buildings where these types of cladding are used, but they are all appropriately fire rated with mineral rather than polymer cores. UC is continuing to look at buildings outside the UC Futures programme. Testing of a small number of samples is under way, with results expected shortly.

2.2 Rutherford Regional Science and Innovation Centre (RRSIC)

The new schedule for RRSIC Stage One has been confirmed and is holding with no further known delays at this stage. As a result the College of Science is planning to use the teaching spaces in Semester One 2018. All scheduled teaching planned for RRSIC Stage One in Semester Two this year has been reallocated. Researchers may occupy the building before that time, with commissioning of this complex building currently scheduled to be completed by 28 September. This date has some risks attached to it, and may change again prior to completion. The Government is aware of these changes to the dates for RRSIC Stage One and, in a recent letter, acknowledged that UC has done as much as it can to avoid these construction delays. The project management team and contractor, Fletcher Construction Ltd, have been continuing to develop plans and arrangements for fire protection of this building, with key changes being submitted to the Christchurch City Council as part of gaining the practical completion certification. These changes are very minor but important, such as the dates for training UC Engineering Services in the building's operation.

At this point, work on RRSIC Stage Two is expected to start as planned, with an early 2019 opening for the building. The contractor, Dominion Constructors, has been working with UC to identify the levels of both airborne and fixed asbestos present in the Von Haast building (which is being demolished to allow for RRSIC Stage Two). Next month will see firm results from these tests and any implications to the demolition and construction programme will be better understood.

A key element of this project – the redesign and refit of a Level Four laboratory in the SBS building – has recently been completed on time and to budget. This functional change to the laboratory from research to teaching ensures that the College will have the right types of lab space when the Science Precinct is complete.

2.3 Canterbury Engineering the Future (CETF)

The completion of the Civil and Natural Resources Engineering Structures and Fluids Labs is expected in the coming month, with a significant programme of handover tasks planned. Consultant and compliance inspections have been scheduled and some completed. This is likely to mean that this part of CETF Tranche Two will be a month later than the planned 30 June completion. There has been an increase in contractor working hours to try to avoid this position but these best efforts have not resulted in the programme sticking. The project team and contractor acknowledge the efforts of the College to accommodate all the delays in this element of the project, which directly affects the College's research plans.

Progress on the Mechanical Engineering wing of Tranche Two is on track for the reset schedule to complete construction by the end of September. Learning Resources and the College of Engineering continue to plan handover and transition for this, the final part of the CETF project. Upon completion of Tranche Two (both the CNRE and Mechanical wings) and the cladding of the Electrical Link building, the Engineering Precinct will have been remediated and almost entirely rebuilt.

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

The design and fit-out of the new teaching spaces in the Rehua building have been developed with current best practice learning and teaching methods in mind. The College of Education, Health and Human Development's Learning and Teaching Committee is working with the Teaching Spaces Training Advisor to develop a professional development programme for staff using these spaces. This is aimed at ensuring teaching staff can make the most of the technologies in the rooms for both synchronous and asynchronous blended learning. A small 'College history' working group is now regularly meeting and has decided to represent the College's history, for display in Rehua, through a timeline (including pictures).

UC has received a new schedule from the construction contractor, Downer (Hawkins), which confirms further delays in construction. These dates, although not accepted by UC, mean occupation is very unlikely until the new year, but exactly when in the new year has yet to be confirmed. The relocation of the Education Library will proceed as planned over the summer vacation. The early relocation of the Executive Development Programme and Centre for Entrepreneurship will not take place as planned. Some early planning is being undertaken to understand the implications of any further slippage in the Rehua programme. Impacts include teaching timetable in Semester One 2018, decanting of the Dovedale Village and relocation of the HR and IT service groups.

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 final graduate attribute frameworks, Community Engagement and Global Awareness, were approved at Academic Board on 9 June. The approved kaupapa are now being reflected in recent new course and programme proposals received through Colleges and the Academic Administration Committee. This means that academics developing new courses and programmes at UC have a sound and agreed basis for ensuring that UC graduates can claim the UC attributes on graduation.

Attribute 1: Employable, innovative and enterprising

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

The regional MYOB IT Challenge was held in in late June with the support of the University's Centre for Entrepreneurship. The aim of the challenge is for students to develop a technology solution for a real-world business problem over five days. The UC teams then took part in the Nationals in early July where two teams placed second and third nationally. The teams represent diverse disciplines working together to solve real-world problems.

Upcoming workshops for students to enhance their employable, innovative, and enterprising skills includes a beginner's course for aspiring Directors with the Institute of Directors (Canterbury Branch), which is tailored specifically for 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.

A BiCC hui was held on 15 June for Deans and PVCs to share their developments and progress for embedding the BiCC attribute. A range of approaches is being adopted with some Colleges bringing in new courses or a schedule of courses and others embedding the attributes throughout. For Colleges requiring regulation changes for 2018 (Arts and Science), the regulation changes were approved at Academic Administration Committee and will be forwarded to the July Academic Board for approval.

The first full-length workshop on “Culturally Responsive Pedagogy: From Theory to Practice” was offered in June. Two more workshops will be offered in August and September.

Attribute 3: Engaged with the community

Learning Objective: Students will have observed and understood a culture within a community by reflecting on their own performance and experiences within that community.

The UC Community Engagement Hub received a City Council grant to run a social innovation themed dragon's den process with CHCH101 students mentoring area high school students in the second half of Semester Two. In addition, the Hub hosted Dr Jane Goodall for two events that connected UC students with high school students. In July, UC Community Engagement Hub Director Billy O'Steen will deliver a keynote address “Answering the Bell: Preparing for Moments of Truth through Community Engagement” at the Engagement Australia Conference. Since the earthquakes, UC is the only non-Australian university to belong to this body in Australasia.

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.

With the approval of the Global Awareness attribute, course changes have been commencing in some qualifications to highlight the attribute. For example, a number of courses have included case studies that highlight examples from global companies or global problems. Staff can also undertake professional development through the one day “Cross-Cultural Interactions” workshop. One was held in June with the next workshop scheduled for November. The focus is to develop cross-cultural competence in daily exchanges with students and colleagues.

Discussions are under way about the location and function of a physical home for the Hub.

2.6 International Growth Strategy

NZAID scholarships are provided by the New Zealand Ministry of Foreign Affairs and Trade (MFAT) to support students from developing countries to study in New Zealand. UC hosts a range of students from almost all regions in the world as part of this programme. In the last month the Student Care Team (SCT) held a Completion Ceremony for completing NZAID scholarship

students and also hosted visitors from MFAT, while supporting the development of Mid-Year Orientation and UC Careers workshops.

2.7 International Partnerships

Fifteen students have been selected to take part in the next Thailand Internship Programme at Mahidol University and applications will soon open for the next Peking University Summer Programme. Together, these programmes received more than \$150,000 in the latest Prime Minister's Scholarships for Asia funding round.

International Partnerships has also been working on a proposal for MARA in Malaysia.

2.8 Study Abroad and UC Exchange

The Mobility team is currently preparing for the arrival of Study Abroad and Exchange students for Semester Two. Following on from the NAFSA conference in the US in early June, work is also under way on exploring new Study Abroad partnerships, and new direct Study Abroad agreements have been signed this month with Hampshire College and Fordham University in the US. UC has also hosted the University of Arkansas to campus in June to discuss a potential new Study Abroad cooperation, as well as a familiarisation visit from current Study Abroad provider International Studies Abroad.

Twenty-five Study Abroad ambassadors have been selected from the departing Semester One Study Abroad cohort and will begin to undertake promotional tasks for UC on their return to their home universities. The 2018 Study Abroad prospectus has been finalised and printed. In the exchange sphere, the end of May also marked the first outbound exchange deadline for 2018 exchanges and the interview and selection process for outbound students is now under way.

The team also welcomed a new staff member at the end of June, with a focus on supporting Study Abroad recruitment and administration to enable development of new growth initiatives, particularly for students from the USA.

2.9 Recruitment

The Associate Director, International Growth attended the quarterly Christchurch Leadership Accord meeting on 8 June. The purpose of this group is to leverage synergies across institutions in Christchurch who recruit international students. Three members of the IRO visited Auckland in June. These visits included a quarterly visit to key agents with UCIC (13-14 June), Korean and Japanese agencies (27 June), and China counsellors at key China agencies (28 June). Members of the Recruitment team attended the Education NZ Industry Update seminar in Christchurch on 22 June at which there was discussion about the upcoming New Zealand international student growth strategy.

The International Student Prospectus 2018 was finalised with Marketing and sent to print.

2.10 Pre-assessment

The Pre-assessment team is focusing on processing quality applications for UC, ensuring quick processing times for key agent applications received via UCLink and applications from key countries India and China. The team is also reworking filtering processes to ensure less time is spent on low value applications. Overall, during June, the team filtered out a large number of low value applications and processed about 370 applications where an Admission Assessment was created. It is estimated that overseas recruitment events scheduled for July and August will significantly increase the flow of international applications in the pipeline. The loss of some

members of the team is being addressed through recruitment in time for processing for the February 2018 intake.

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” of our Instagram account and promotions with student clubs have driven growth. Promotions are planned for Semester Two with Halls of Residence. The Online WCMS phase III project continues with the College of Education, Health and Human Development and the College of Science the current focus. Google AdWords has experienced good growth as has video views and banner advertising response. Total online results (clicks, likes and video views) are up 71% year-on-year.

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

The undergraduate scholarship campaign has been in market utilising online and outdoor properties. The Auckland-Wellington offer that is branded GO Canterbury was launched in July utilising outdoor, online and radio.

Development of a specific ‘brand story’ for the College of Education, Health and Human Development 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 Arts is the first partner in this process.

A web page has been constructed with information for New Zealand born students and parents living in Australia. In addition, a Facebook and banner advertising campaign has been in the Australian market highlighting this opportunity. As a result there have been over 4,000 unique visitors to the page since the online campaign began in mid-June. A presentation has also been completed for the College of Education, Health and Human Development, focusing on Tokyo City University with the possibility of 200 study abroad students a year from 2020.

3.2 Liaison

Information evenings wrapped up in June with events held in Tauranga, Invercargill, Christchurch, Timaru, Nelson and Napier. Overall, 1,671 future students and whānau attended the events throughout the country, similar to last year. The Timaru evening was a positive new addition this year, with 75 in attendance.

The team also hosted 80 Careers Advisors and International Directors from around the country for the annual Careers Advisors Update Days. Out of the 80, about 30 had never been on the UC campus before. Careers Advisors heard about the future plans for the university, updates on programmes and undertook visits to the Arts Centre and the new Engineering Core Building.

During the month, the team held 55 on-campus appointments with future students. Out of the 55, 14 were course planning sessions for Semester Two.

For the final Tactix home game, Year 10 students were hosted in the stands while Year 12 and 13 Maori students were hosted by MDT on the corporate table. The Year 10 students also had two members of the Tactix deliver a skills session at their school. The Senior Engagement Coordinator (SEC), and members of the SVA In-Schools team, hosted Year 10 and 12 students from the SVA UCan programme at the final regular session Crusaders game. Visits to Auckland to meet secondary school International Directors were held in June, and the SEC also accompanied the Vice-Chancellor to visit principals at Burnside and Hornby.

3.3 Admissions

The team is currently focussing on priority applications for February 2018, via the recently established agent portal, UCLink. New templates for offer and enrolment letters for International Status students using domestic pathways and domestic status students using CIE/IB (AES) pathways for entrance to University have been created and now include information on the enrolment process and what is required from the student to become fully enrolled.

The Admissions team has been given the green light to remove the requirement to re-check all documentation prior to enrolling International students. This will be on a trial basis for a period of six months from 29 June. Random spot checking will be undertaken in order to maintain risk assessments, and for certain circumstances such as PhD's. Removing this additional verification step for most students will speed the enrolment process up and allow Admission Officers to concentrate on core business during busy periods.

Both initiatives, updating letters and removing sanctions, will alleviate bottlenecks during enrolment in July and February.

An email has been drafted for sending to all "lapsed" applications made prior to 1 April, to prompt students to either commit to enrolling or clear them out of the system. This will help provide better reporting statistics and a clearer view of active applications.

3.4 Enrolment

UC mid-year enrolment ran from 5-14 July. The team expects to be busy with new and returning international students, and more than 178 Study Abroad students to be enrolled for Semester Two.

The team is looking forward to the upcoming Easy Enrolment demos in July, and the Education applications to enrol going live from 1 August.

3.5 Scholarships

The Scholarships Office has developed a delivery plan to ensure school leaver scholarships are offered to students in conjunction with Halls of Residence offers, to streamline recruitment. School leaver scholarship applications opened on 20 June and included improvements to the application process, including a single application form and minimising the requirement for schools to provide references.

The "Welcome Home" Scholarship has been drafted to target New Zealand-born students living in Australia who will not be eligible for domestic fees in Australian Universities. This scholarship is planned to be in market at the beginning of August.

3.6 Accommodation

Semester Two applications are being processed and as of 30 June, 154 students have accepted an accommodation offer. An additional 73 offers are out to students for acceptance. The update of the Accommodation Strategy was progressed in June, with further refinements required during July. It has also been working with CanTeach on an accommodation package for 2018 within the Dovedale One townhouse development. Initial discussion with the affiliated housing landlords have taken place to agree handover dates for the buildings. Details on how this will occur are being confirmed.

3.7 UC RecCentre

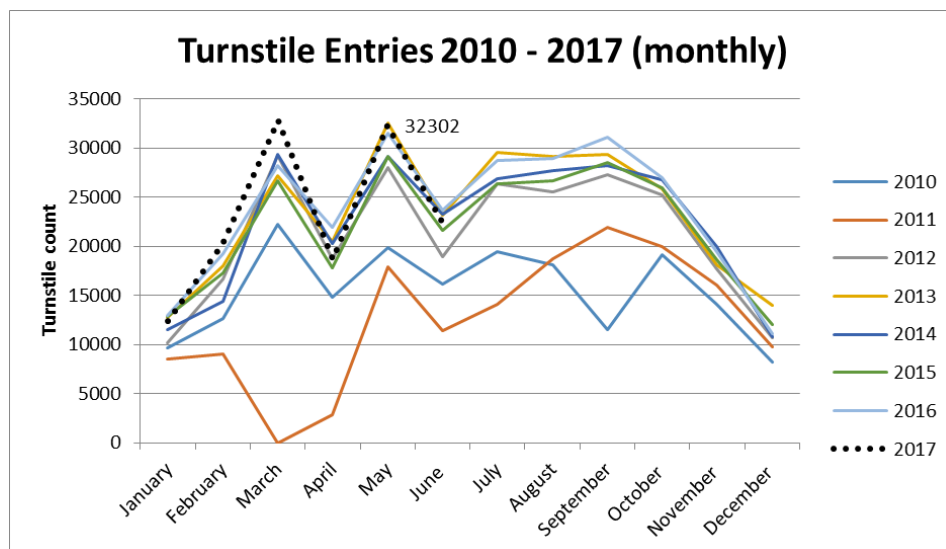
The strategic business case for the new Rec Centre has been developed and will be considered by Council at its July meeting.

Membership and Usage

June turnstile count was 22,505 which is in line with previous years. The mid-year break is always the quietest with an average of around 860 members per day. As of 8 June 2017, student membership stood at 7,727, but it is expected membership numbers will increase further once Semester Two begins.

Fitness Services

So far this year, Fitness Services has seen an increase of 20% from 2016 (an extra 63 fitness sessions).



3.8 UC Sport

A big enhancement within the Athlete Development (ADP) programme has been to provide group coaching sessions within the gym, in order to maximise the students' UC sporting experience, while minimising injuries and enhancing performance. The feedback from the athletes has been very positive – they are feeling the benefits of increased supervision and enhanced enjoyment of the programme.

Recent accolades for the group include:

- Una Foyle has been named in the New Zealand Women's U20 Football Squad.
- Phoebe Stallman and Nick Healy are heading to the Underwater Hockey World Cup in July for the New Zealand Women's and Men's teams.
- Olivia McGoverne recently trialed for the Black Ferns Rugby World Cup Squad.
- Eight hockey players represented Canterbury at the National U21 Hockey Tournament, with the Canterbury women's team achieving second place.
- UC students represented New Zealand in the open grade Ultimate Frisbee Beach championship in France.

3.9 Student Experience

The Student Experience Team hosted a *Student Appreciation Evening* to acknowledge the contribution made by student volunteers and workers to Student Success projects. 260 students and 20 staff were invited. The response by those attending was very positive.

3.10 Pacific Development Team (PDT)

3.10.1 Retention

An analysis of the 2016 to 2017 Freshers Attrition rate has been completed with all 17 Pasifika students who did not return having their engagement and results data investigated for trends. Findings include a large increase in the GPA of non-returning students indicating more students leaving for non-academic reasons, as well as 16 of the 17 students engaging with PDT, showing relatively high engagement.

Student enquiries continue to be high and are expected to at least double the June number. Noticeably, Pastoral Care issues have increased significantly for the first half of 2017.

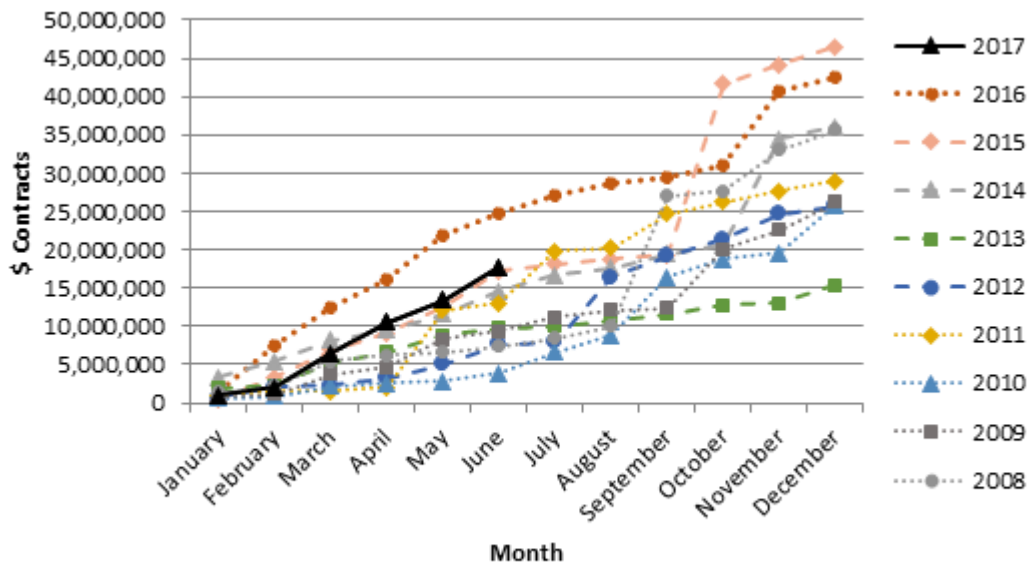
PDT ran study sessions for Pasifika students during the exam study break, attracting 40-60 students each day. The team is looking at doubling or tripling this offering for the end of Semester Two.

4. CONCENTRATE

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

4.1 DVC Research and Innovation

R&I is managing 422 research contracts, worth a total value of **\$139.1m**. In the 2017 year-to-date, 125 contracts worth a total value of \$18.3m have been executed, and 24 contracts worth at least \$4.1m are pending (i.e., in the process of being executed). UC holds 39 current National Science Challenges contracts worth \$20.4m (with three contracts worth \$0.6m pending), and 46 current CoRE contracts worth \$26.1m (with five contracts worth \$0.2m pending).



4.1.1 Research Development

UC has been successful in an industry-led funding call within the Science for Technological Innovation National Science Challenge to research “In-vehicle touch screens: improving human performance and reducing attentional demands”.

UC, amongst other research providers, is engaging with MBIE on scoping the recently announced Antarctic Programme science funding under the Strategic Science Investment Funding initiative comprising \$21m over three years. UC is providing advice on the key strategic science topics that are consistent with New Zealand environment and management policy objectives for the Southern Ocean and Antarctica.

4.1.2 Research Reputation

The Times Higher Education have recently released its first Asia – Pacific University ranking, and the University of Canterbury, consistent with QS rankings, is the third ranked university in New Zealand. UC is ranked 54th, with Auckland ranked 24th, Otago ranked 31st, Victoria ranked 58th, Lincoln at 71st, Waikato at 78th, Massey 85th, and AUT at 101st. The ranking used the same 13 metrics as the global THE ranking.

Professor Steve Ratuva has been invited and commissioned as leader and Editor in Chief of the *Global Handbook on Ethnicity* global research project. The volume will consist of 15 sections with 10 chapters of 8,000 words each, aggregating to 150 chapters making it the largest book on ethnicity ever produced. The project was initiated by the recently merged publishers, Springer and Palgrave-Macmillan and is inspired by the recent resurgence in ethnicity-related developments around the world —terrorism, refugees, wars, and inequality.

Dr Geoff Rodgers, Mechanical Engineering, has won the Norman F. B. Barry Foundation Emerging Innovator Award at the KiwiNet Innovation Awards, continuing his recognition as a leading emerging researcher given he was the Early and Emerging UC Research Award winner in 2016. This continues an enviable record at the annual KiwiNet Awards, with UC winning an award every year since 2014.

PhD student Samantha Epling (Department of Psychology) has been awarded a highly prestigious National Research Council (NRC) Research Associate Fellowship sponsored by the US National Academy of Sciences.

4.1.3 Postgraduate Research

Postgraduate research student numbers continue to increase enrolments and see a complementary trail of submissions.

Highlights for the month comprise:

- A total of 15 new PhDs enrolled during June, of which 66% were international. In contrast 16 PhDs submitted their thesis, and is the first month this year where submissions exceeded new enrolments. The number and monthly pattern of enrolments and submissions per month generally track in parallel.
- The total number of PhD students is 1,024, and Master's Thesis students is 741 at the end of June.
- The current round of UC Doctoral Scholarships has closed and a decision on awardees will have been made on 13 July, with offers being released thereafter.
- A series of "New Supervisors Workshops" has commenced, and is for new academics who wish to act as Senior Supervisors for PhD students. New academic staff are required to attend a series of three three-hour workshops. These are usually run twice a year, but demand is currently high and additional courses are being run.
- A total of 1,578 Masters taught and research students EFTS were enrolled at the end of May 2017.

4.1.4 Innovation

R&I is undertaking a review of UC commercialisation and innovation initiatives to develop a "narrative story" on the success of UC in taking its "inventions" to market. 82 projects have received \$2.25m of MBIE Pre-Seed Accelerator Funding, and an additional \$4m of business co-investment. This commercialisation investment has subsequently attracted \$1.6m of direct research funding from business to UC to further develop a series of inventions, and \$6.24m of private investment to float a number of Start-up Companies with UC academics as founder – inventors. R&I will develop this into publicity material to demonstrate the success that UC is having in commercialisation.

4.2 DVC Academic

4.2.1 Academic Services Group

The start of July sees the busiest time of year for Academic Services Group (ASG). ASG has been in full swing supporting the examination process and reviewing the academic progress of students. The review process is a large team effort involving ASG as coordinators and the Business Insight and Report Unit for data gathering, the Registrar's team for SharePoint support, and the heavy lifting by the Deans, Academic Managers and Senior Student Advisors for reviewing the student records. This mid-year some 1,400 student records were reviewed, with about 230 students to be reviewed by AAC in an all-day meeting. The turnaround time on this activity requires significant effort from the group. Also at this time of year there is a significant increase in work around appeals.

July also sees a concerted effort to get qualification changes and proposals through to CUAP for Round Two. At this time of year AAC meets on a weekly basis to facilitate this work. On top of this

normal quantum of work has been the Review of Academic Regulations and the Calendar. All but five qualifications have now completed their review process and the General Regulations are almost complete. The work is also significant in terms of process improvement and the Admissions Team and Student First Programme are already formulating implementation plans.

Finally, planning for the summer and 2018 year with course changes, Summer School planning and advertising, and planning of the 2019 Academic Year are progressing.

4.2.2 Timetabling

Work has been undertaken to reallocate around 3,000 teaching and lab hours from RRSIC One to other facilities on campus due to the revised delivery programme for that building.

The timetabling team has received the 2018 database from our suppliers (Cyon), and Web Data Collection from departments started on 12 July. This year the timetabling team is holding drop in sessions, available to all timetabling officers to help to ensure clean data throughout the production of a very constrained 2018 timetable.

For Semester Two, resources have been focused on adjusting the timetable to reflect changes to student numbers, resulting in room changes for some courses. Changes have also been made as requested by staff members as they have finalised their teaching structure.

The Timetabling team leader attended the ASPRG Conference in Brisbane, which explored changes to teaching spaces, teaching pedagogies, and provided updates and future plans of timetabling software.

Some early planning is under way to assess the impact and mitigations of further delays in the completion of Rehua in time for Semester One 2018.

4.2.3 Student First Programme

The Student First Programme is currently focused on final preparations for the early release of the Easy Enrolment project for the College of Education, Health and Human Development. This release is on target for late July ready for the College to start using for 1 August teaching enrolments. Work continues in parallel leading to the full release of Easy Enrolment for October and for the updated Academic Regulations.

4.3 Office of the AVC Maori

4.3.1 Culturally Responsive Pedagogy: From Theory to Practice

Culturally responsive pedagogy: from theory to practice, is a new staff professional development programme provided by Office of the Assistant Vice-Chancellor Māori. This programme is designed for academic staff as an opportunity to develop and thus contribute to Te Rautaki Whakawhanake Kaupapa Māori: Strategy for Māori Development. Those interested in this programme can enrol via the [Learning and Development intranet](#) for workshops on 17 August 2017 or 26 September 2017.

4.3.2 Tangata Tū, Tangata Ora staff professional development programme:

General programmes and tailored programmes are being provided in 2017. The general programmes for 2017 are booked out and the Office of AVC Māori continues to receive requests for additional tailored workshops to be provided. It continues to look for opportunities for additional general sessions later in 2017.

4.3.3 Te reo in the Workplace professional development programme:

This staff professional development programme is continuing in 2017, with all workshops booked out except for the dates of 12 October and 2 November (modules one and two).

The programme is facilitated by the, Māori Education Support Coordinator, College of Education, Health and Human Development. Colleagues wishing to participate can enrol via the Learning and Development site.

4.3.4 Kaiārahi Colleges

All Kaiārahi are now involved in providing feedback and commentary on CUAP applications, in collaboration with Dr Mary Boyce. This collaborative approach allows a breadth and depth of response.

4.3.5 Kaiārahi Service Units

The Kaiārahi continues to work with service units and is arranging a tailored Tangata Tū, Tangata Ora workshop for the Registrar's Office, which will be held at Ngāti Moki Marae, Taumutu, in August.

4.3.6 Tuahiwi Marae

Tuahiwi Marae is not accepting bookings until November this year, due to building works to enlarge the Wharenui.

4.3.7 Waiata tautoko

The Office of AVC Māori organises a weekly waiata Māori session and all staff are welcome to participate. Waiata sessions are held from 11.00-12 noon on Wednesdays in room 208, Te Ao Mārama building. If you wish to be added to the mailing list for these sessions, please contact lisa.beardsley@canterbury.ac.nz

4.3.8 SharePoint

The Office of AVC Māori are in the process of completing their SharePoint project and intend to use SharePoint as their everyday work platform from the start of August.

4.3.9 Te Ratonga Ākonga Māori - Māori Student Development Team

The Maori Student Development Team is now using the UniHub system (was CareerHub) instead of Jade SMS, after receiving training during mid-year break. This system is much quicker to use and is more flexible than SMS. The team has been updating publications and planning for Te Wiki o Te Reo Māori in September 2017. The Team has also been preparing for the Term Three callout, which involves calling all new to UC second semester students and calling all first year Māori student which started in Semester One. A Māori Student Development Team Leader has been appointed after a recent recruitment process.

4.3.10 Maori Outreach and Recruitment

Nga Manu Kōrero

Staff engaged with 500 Maori high school students at the Canterbury regional event. This was great exposure for UC to students, their whānau and the wider local Maori community. The regional winners came from Kaiapoi High School and Te Whānau Tahī.

UC staff and six tuākana were involved in this event, held at Living Springs. Each tuākana was involved in mentoring a small group of students and facilitating group discussions and activities. A workshop was held on the themes of ‘grit, resilience and learning from failure’. Sixty-seven students participated in Te Ara Raukura.

5. CONNECT

Communications and Engagement

Engagement Data	
Intercom	Open rate 42% (International benchmark = 21.8%)
Insider’s Guide (student newsletter)	Open rate 52.2%
Twitter	Ranked first for Twitter engagement Twitter followers now at 5,217 (68 new followers in June).
Stakeholder Newsletter	894 Recipients Open rate 39.9% (industry average = 17%) Clicks 6% (industry average = 2.2%)

5.1 Project Communications

The UC Key Facts intranet page is now live, containing reliable, current data on student and staff numbers and demographics, rankings, international partnerships, research, fellowships and grants, qualifications and courses, student beds, university land area, teaching space and area of new and refurbished buildings.

Internal communications on UC’s Fair Trade accreditation have been completed and will roll out from 10 July. A staff and student celebration is planned for 8 August in the Undercroft.

A suite of Pasifika artwork has been commissioned as a rich ongoing resource for the University, similar to Te Ara Pourewa o Ngāi Tahu, with an initial application on the 2018 University Drive flags.

New, more durable, information banners were installed on the UCSA hoardings along Ilam Road. Work has been progressing with the supplier on options for sponsor/donor signage.

5.2 Media

June coverage of UC-related topics was positive, many sparked proactively. Highlights included TVNZ *One News* covering the University of Canterbury's Maths Craft day in Christchurch which aimed to dispel a number of maths myths and make the subject more fun. A UC-organised event for Dr Jane Goodall at Sumner School also received positive media attention.

Head of Aotahi Sacha McMeeking featured as futurist on TVNZ’s *What Next?* interactive series daily for a week in June. Bronwyn Hayward commented on the UK general election and the US Paris Agreement withdrawal. Twenty UC students undertook the NZTA Kaikoura Challenge, a joint initiative of UC and the New Zealand Transport Agency to support the Kaikoura community post-quake.

An analysis of coverage produced in the 30 days between 1 and 30 June (Broadcast, Internet, Print) found 547 items. This coverage reached a cumulative audience of 8,319,397 and had an advertising space rate of \$503,183.

5.3 External Engagement

There were no UC Connect public lectures in June as it was outside term time, however Press coverage of Ekant Veer's Teaching Medal boosted registrations to attend his upcoming UC Connect lecture on 26 July. The 19 July lecture on how to spot 'junk science' is also tracking well with 300 seats taken.

5.4 Stakeholder Relations

There have been fewer complaints about student behaviour in Ilam and Riccarton neighbourhoods. Student-related complaints are handled in close collaboration with UC, UCSA and Police. The next Community Meeting is on 7 August.

5.5 Events and Partnerships

Planning for UC's major recruitment event, Open Day on July 13, has been a major focus this month. The team introduced new technology for ticketing and an event app to make it easier for attendees to register to attend and to also connect and engage with us on the day. The most registrations ever recorded, 83% up on previous years, were received. Use of an event app means UC gets not only contact details of interested parties, but student engagement has had a real boost, and in a measurable way. The company contracted to set up the app has taken UCs approach and used it as a case study.

Also in June, 80 Careers Advisors from around the country attended a conference-style two day event designed to showcase UC and Christchurch, its accommodation options, degrees and points of differences. Feedback received so far suggests the event is very useful and relevant, they felt very informed about UC's programmes and the event organisation was very good.

Our final in-schools training sessions with Crusaders and Tactix players were held at Burnside and Papanui High Schools. Preparations are under way for activations at the schoolgirls and schoolboys competition finals in late August.

Planning is also under way for Ekea Year 12, Women in Leadership Breakfast Christchurch, the Year 10 UCan programme, Postgraduate Options Evening and more engagement opportunities through our sponsorships with the Crusaders, Tactix and Christchurch School of Music.

5.6 Alumni and UC Foundation

	Income	Distribution
2016 Year End	\$8.6m	\$4.1m
2017 Target	\$9.5m	\$4.5m
2017 YTD	\$4.4m	\$4.5m

	Donors	Gifts
2001 to date	7,515	23,953
2017 to date	634	1,116

5.7 UCFA (US)

The UCFA Board Meeting teleconference occurred in June. US Trustees are keen to know specifically how to support Study Abroad recruitment of students in the US. Preparations are under way for the DVC/Director of Alumni and UCF to visit Los Angeles, San Francisco/Silicon Valley

and Seattle in mid-September. The Silicon Valley event is taking place at Facebook's offices, hosted by alumnus Vaughan Smith (Director of Global Business Development), with TEDx Fellow/alumnus Sean Gourley (physicist) the keynote speaker on augmented intelligence.

While on vacation in the USA, the VC hosted a UC alumnus to lunch and received a meaningful pledge of untagged funds to the UC Foundation.

5.8 NZ Trust (UK)

The Chair of the UK Trust is visiting New Zealand in August.

5.9 UCF

Investment income is tracking at well above recent trends for this time of year. This can clearly change before 31 December, but currently our investment income is worth \$1.4m. Although we have only identified \$300k of legacy income to be received this year, the legacy programme is developing well with over \$15m pledged. At this stage we are on track to meet our \$9.5m income target and have already met our \$4.5m disbursement target. We expect to disburse \$6.8m this year. The UCSA campaign received two large gifts as well as a \$400,000 legacy pledge, bringing the campaign total up to \$800k in pledges and gifts. This is a good start, but will require ongoing work and attention in order to meet the \$5m target.

5.10 Stewardship

UCSA donors have been invited to the Ground Breaking ceremony in July and there is a Scholarship morning tea planned for July which is attended by Trustees and a representative from the Scholarship office. We continue to receive thank you letters from scholars which are well received by donors. The Christchurch Donor Thank You event took place in Bentley's in June with Prof Tim Bell giving the keynote speech. The Chancellor met with Lane Neave regarding the Chancellor's Dinner sponsorship and event format for 2017 which will include the opening of the 'Canterbury Engineering the Future' College of Engineering redevelopment.

5.11 Alumni

The UC Alumni Facebook page is now over 4,800 followers and remains the second largest of New Zealand university alumni pages. The team is working on a 50 year reunion for civil engineers and a Christchurch Gala Dinner for alumni as a networking and fundraising opportunity – both events are funded by ticket sales.

6. ENABLERS

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

6.1 Staff Matters

General staffing levels remain above the ten year forecast contained in the Funding Agreement, even adjusting for externally funded and capitalised staff costs. While rigorous assessment is required to establish new permanent or fixed-term positions of six months or longer, fixed-term appointments of less than six months appear to be increasing. Further initiatives may be required to constrain and, over time, reduce general staffing levels. This can only be achieved by redesigning the work we do by eliminating lower priority activities. The focus must be on student recruitment and retention, teaching and externally funded research.

6.2 Health and Safety

Efforts to enhance and standardise health and safety reporting should be reflected in the next round of reports to the Audit and Risk Committee in August.

6.3 Infrastructure

Detailed reports on projects are contained in Appendix 13.1

7. Financial Outcomes: (Management Accounts to 31 May 2017)

June 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	174,578	174,422	156	351,050	353,657	2,607
Total Operating Expenditure	172,188	177,659	5,471	360,170	357,537	2,633
Net Surplus/(Deficit)	2,390	(3,237)	5,627	(9,120)	(3,880)	5,240
Net Surplus/(Deficit) as a % of Total Operating Income	1.4%	(1.9%)		(2.6%)	(1.1%)	
Capital Expenditure	91,068	137,089	46,021	205,980	195,000	10,980
Cash/ Short Term Investments/ Short Term Government Stock	296,481	216,917	79,564	138,268	215,955	77,687
Working Capital	198,498	136,758	61,740	107,074	170,094	63,020

* 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 June 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 sundry income (mainly income from UCF/ Trusts), and tuition fees. Actual Total Operating Expenditure is favourable to budget. This favourable variance relates to operating expenses and total personnel expenses.

We had been budgeting for an operating **deficit** as at the end of June 2017 of (\$3.237)m, but have returned an operating **surplus** of \$2.390m. This is a favourable variance to budget of \$5.627m.

Capital expenditure is currently \$46.021m below budget. \$75.112m of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year-to-date budget of \$105.743m. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by \$15.390m. While UC Futures projects are expecting to complete by 31 December, other projects are being delayed and the forecast capital expenditure for the year was reduced to \$195m in the May forecast.

7.1 Cash Flow

The June 2017 cash position of \$296.481m is higher than budget by \$79.564m due largely to higher than expected balances at 31 December 2016, maturing term deposits, and failure to meet budgeted capital expenditure expectations. We are holding adequate short term cash reserves to meet expected capital costs for all mainstream projects.

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

TEC, which must approve all borrowing under the Education Act 1989, has provided a borrowing consent, of which a key condition is that once UC is required to borrow more than \$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 capital¹ of \$198.498m at 30 June 2017 is \$61.740m more than budget, mostly due to the higher cash balance explained above partially offset by lower other current assets.

7.3 Enrolment (EFTs) Update

As Semester Two commences, UC can take stock of its progress in recovering EFTS against internal and Government Funding Agreement targets. To date, UC is behind target in recovering domestic and international students, with forecasts of 4.7% and 2.8% below the funding agreement for the full 2017 year, respectively. Enrolment for Semester Two is one week later than the comparable time in 2016, but UC expects Semester Two enrolments to surpass 2016 figures for international students.

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

EFTS		2016	2017	2018	2019	2020	2021
Domestic	Actual	11,358					
	Funding Agreement Target	11,797	12,246	12,684	13,075	13,418	13,711
	Latest 10 yr Forecast		11,817	12,260	12,720	13,124	13,487
	UC Short Term Forecast		11,669	12,276			
	Budget		11,907				
Full Fee	Actual	1,134					
	Funding Agreement Target	985	1,161	1,331	1,522	1,729	1,950
	Latest 10 yr Forecast		1,393	1,614	1,832	2,043	2,237
	UC Short Term Forecast		1,368	1,529			
	Budget		1,415				
Total	Actual	12,492					
	Funding Agreement Target	12,782	13,407	14,015	14,597	15,147	15,661
	Latest 10 yr Forecast		13,210	13,874	14,552	15,167	15,724
	UC Short Term Forecast		13,037	13,805			
	Budget		13,322				
As a % Funding Agreement targets		Actual	Forecast	Forecast	TYM	TYM	TYM
Domestic		96.3%	95.3%	96.8%	97.3%	97.8%	98.4%
Total		97.7%	97.2%	98.5%	99.7%	100.1%	100.4%

NOTES TO EFTS

1. Funding Agreement Target: The 10 year forecast included in the appendix of the Futures Funding Agreement.
2. UC Short Term Forecasts: UC updates the current and next year forecasts on a monthly basis. The 10 year forecast is updated annually in May
3. The latest 10 year model is the: May 2016 Update

8. COLLEGE SUMMARIES

8.1 College of Arts (Te Rāngai Toi Tangata)

The College of Arts has been focused on outreach, student experience and collaboration. The Japanese Programme's NCEA workshop attracted over 300 students from 16 schools to campus, concluding as always with their popular Japanese group dance (see: <https://youtu.be/R-mfi0VYAoA>). Other staff gave talks at the Arts Centre's Maths Craft event, which attracted 1,700 participants. Using the cloud video conferencing system, Zoom, Japanese lecturer Dr Masayoshi Ogino organized a successful World Café on Japanese language education. Students on PACE internships to Beijing and Bangkok, in conjunction with IRO, received \$150,000 from the Prime Ministers Scholarships for Asia fund. Research by the Māui lab informed recent ministerial announcements on Māori social enterprise. The upcoming Arts Careers Series will have notable speakers on campus explaining the value of a modern Arts degree.

Meanwhile, in the central city, UC Arts is increasingly busy with free New Music Concerts on Mondays and lunchtime student concerts on Fridays. Upcoming events include concerts by internationally renowned pianist Xenia Pestova, a masterclass with New Zealand Opera's James Clayton, and four onsite events for the Christchurch Arts festival, including the New Zealand premier of *The Oresteia* – a collaboration between Classics, Music and The Teece Museum of Classical Antiquities.

Visitors to the Teece Museum have exceeded 3,000 since opening—as well as admitting the public five days a week, the museum supports UC teaching and hosts school groups and private events. There was also a full house for the first of our 'An evening with...' speaker series, in which Associate Professor Peter Field entertained and educated with his views on 'What the Rise of Trump Does and Does Not Tell Us About America'.

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

Recruitment Activities

This week the Business School welcomed the fourth incoming cohort of 40 students from KYS International College (KYSIC), Malaysia. These students will spend the next two years at UC studying for a Bachelor of Commerce (Accounting) degree. They will be joined by a second group of some 30 international students transferring into the Bachelor of Commerce (BCom) degree from UCIC, along with other international students commencing the BCom programme next semester. The School will hold a formal welcome event for all of our new international students on 24 July.

Meanwhile, within the Executive Development Programmes (EDP) the July MBA intake exceeded expectations and 2016 experience with 12 new enrolments into the programme directly, or into the postgraduate diploma MBA pathway programme. Applications and enrolments for the October intake of other EDP programmes (MBM, MBIS, MPA, MFM and PGDipBIS/BUS) are also tracking above 2017 budget and 2016 results. Most of the applications for these programmes are from international students, predominantly from India and China, with over 80% of these applications coming via an agent. The challenge for EDP is attracting domestic students into its programmes. As one means of addressing this problem, the EDP has created a YouTube channel: [UC Executive Development Programmes](#) which provides us with a new platform to communicate with students and other stakeholders. This channel includes student testimonial videos, industry speakers and videos from the EDP Thought leadership forums.

AMS World Marketing Congress

The UC Business School hosted the 2017 Academy of Marketing Science (AMS) World Marketing Congress from June 28 to 30, with the conference being co-chaired by Paul Ballantine, Lucie Ozanne and Ekant Veer. AMS is a leading global association of basic marketing researchers with members representing universities from across the globe. AMS was founded in 1971 and is the publisher of the *Journal of the Academy of Marketing Science*, a FT-50 journal. This year the AMS conference theme was: *Marketing Transformation – Marketing Practice in an Ever Changing World*, and attracted over 220 competitive paper submissions across a wide range of topics. As a part of the conference, AMS presented a Global Marketer of the Year Award, which was presented to local technology entrepreneur Rod Drury (founder and CEO of Xero) at a Recognition Luncheon.

Staffing Updates and Acknowledgement

- Professor Jeremy Finn retired last month after 36 years at UC Law School. Jeremy has been a key member of the Law School both as a senior academic leader and more latterly as the School's Research Director. Jeremy also played a key role with regard to the introduction and development of the successful Bachelor of Criminal Justice degree programme. I would also like to congratulate Jeremy on his appointment as an Emeritus Professor.
- Congratulations also to Associate Professor Ekant Veer (MME)) on being awarded the 2017 UC Teaching Medal.
- A warm welcome to the following academic colleagues who have recently joined us:
 - Professor Neil Boister – School of Law, who has returned to UC from Waikato University.
 - Associate Professor (Information Systems) Ravishankar (Ravi) Sharma.
 - Dr Ronan Feehily – Senior Lecturer in Accounting.

8.3 College of Engineering (Te Rāngai Pūkaha)

Recent success with both our race cars has been partly attributed to the considerable team spirit that has been enabled with dedicated premises on Kirkwood Avenue. It has been determined that this activity will stay there until 2018 when it will be reviewed by Learning Resources again. This is very good news for the Mechanical Engineering department, which is also actively looking into creating a new Masters programme based upon advanced automotive engineering. We have noted that other winning student race car projects are predominantly run worldwide with Masters students (rather than undergraduates), and we anticipate that the new degree will bring new students to Canterbury. Our plan going forward therefore is that future race car teams will consist of a mix of undergraduate and postgraduate students.

At the end of June, the Director of the Electric Power Engineering Centre (EPECentre) resigned to pursue his consultancy business. Whilst this is disappointing, the remaining EPECentre staff, students, and our industry funding partners are now engaged in lively talks about the future after the large MBIE grant, GREEN Grid, finishes in late 2018. There are several options open to us and together we will be defining the future research directions that are best for UC and the New Zealand power industry, before going to market to recruit a replacement Director. Our current intention is to recruit internationally, as we believe the EPECentre has built up a sufficiently high international reputation to attract high calibre applicants.

In order to allow for our recent rapid, and future planned, student growth, we will be combining two departments into the repaired “Electrical Link” building when it is re-opened – the original department, ECE, together with CAPE staff, who will leave their current location in the Civil/Mech building to allow for more student space.

The Civil Engineering department is preparing to commence teaching and research in their new wing in the next few weeks, and was granted early access to the site to install large research equipment, which has now been done. The Mechanical Engineering wing will be ready soon after that. Therefore we are currently giving out a strong recruitment message that the student cohort of 2018 will be the first to have access to all the brand new facilities, and explaining the state-of-the-art facilities to future students in our recruitment talks and meetings.

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

The Centre for Evaluation and Monitoring's (CEM) launch of the UC Great Kiwi Competitions in English Maths and Science for students in Schools (Years 7-10) was very successful. Close to 11,000 students from around New Zealand completed the online competitions and the informal

feedback from schools has been very positive. CEM is currently analysing the results and gaining formal feedback via an online survey.

UC Education Mud Run (held on 18 June) for senior students in Canterbury schools was once again a popular and successful school engagement event. The attendees were encouraged to attend UC Open Day and we have maximised the opportunities in terms of promoting our undergraduate degree offerings both within our College and across UC.

Professor John Everatt (School of Teacher Education) and his team were successful in the latest National Science Challenge, *A Better Start* funding opportunity (which was funded in partnership with the child health research charity *Cure Kids*). The team was awarded \$350,000 over two years to investigate how culturally responsive and research informed interventions that improve literacy in struggling readers (such as those with dyslexia) can also support improvements in children's self-concept (self-efficacy and resilience).

The Minister of Education's Cross Sector Advisory Forum held in Auckland (28 June) focused on the launch of new digital technologies curriculum in Schools. Professor Gillon was invited to Chair the day's events which included a range of presentations of latest technologies being introduced to facilitate children's learning. Professor Tim Bell (College of Engineering) and his team gave an excellent presentation at the event on developing children's computational thinking and his work has been influential in the shaping the new curriculum within schools.

Our College Learning and Teaching Committee is actively supporting initiatives to prepare for our College move into Rehua with respect to the use of new technologies to enhance learning and teaching. Sessions to discuss effective teaching strategies and new opportunities have been planned that will bring together colleagues from our regional campuses, on-campus staff, and student representatives from both on-campus groups and those studying at a distance. The programme of work to increase students' use of e-portfolios (to replace paper-based portfolios) for their practicums in both education and health is progressing and requires integration of a number of work streams including IT and sector involvement.

8.5 College of Science (Te Rāngai Pūtaiao)

This last month has again been very busy with a range of marketing and outreach-related activities. A highlight was the College sponsorship of and involvement with the Dr Neil de Grasse Tyson 'A Cosmic Perspective' scientist-as-rockstar event held at the Horncastle Arena on 4 July.

In order to leverage this sponsorship for recruitment, we ran an 'I Love Science' competition for year 11 to 13 high school students from around the country, in which they had to show us how much they loved science. The winning students came to UC with their caregivers, and as well as attending the event – and were able to meet Neil and have their photo taken with him.

They attended a range of seminars on our science subject areas, met our passionate experts, and had tours of campus. Social media – Facebook, Twitter and YouTube – have been key channels for our work on this event and associated activities. The feedback so far indicates that we have successfully 'converted' some students and their whānau into future UC BSc students. I'd like to thank all staff who worked so hard to make this a successful event, which I think will have long-lasting benefits in terms of our brand.

In terms of the development of new academic programmes, several new 180 point taught Masters programmes from the College have completed their internal approvals this past month, and now go to CUAP for the national approval process, ready for delivery in 2018. These include our new Masters of Spatial Analysis for Public Health, our Masters of Geospatial Science and Technology, and Masters of Co-Governance for Resource Management. In addition, for the first time ever, we

are introducing a 100 level course that all BSc students will take, covering a range of issues including biculturalism and science, science and ethics, ‘alternative facts’, and science communication.

This developments marks a significant change in approach to curriculum design in the BSc. We are also working hard on international enrolments. For example, in collaboration with the International Relationships Office, we have made adjustments to our entry requirements and selection processes for our undergraduate and postgraduate clinical speech pathology programmes to make them easier to enter at mid-year. These changes are aimed at facilitating enrolment of full fee students from the northern hemisphere.

This last month has been a very busy one for staff recruitment, with presentations and interviews taking place for four continuing academic staff roles and offers having since been made. We continue to attract excellent fields of applicants – from both domestic and international candidates – and to be able to appoint excellent new staff from around the world.

On RRSIC, Geological Sciences have now completed the move of their labs out of the Von Haast Building, and mostly into the Rutherford Building, in the first of the ‘double decant’ moves for these labs, rendered necessary as a result of the delays on the RRSIC project. This has gone smoothly, largely due to extraordinary efforts from College technical and other staff. We continue to work on detailed Health and Safety and emergency planning for the RRSIC facility, and to consider our ways of working in the new environment.

9. Conclusion:

The University continues to invest considerable effort into progressing the UC Futures Programme so as to meet various targets associated with Government investment in the transformation and regeneration of the university. The campus rebuild is reaching a critical point where timely completion of the three building projects will determine whether the university commences its 2018 Semester One teaching programme as planned, or requires additional scheduling for alternative teaching spaces.

The 2017 Semester Two enrolments confirm an uplift in international student numbers, but the University is tracking to slightly undershoot its overall EFTS target for 2017 due to an undershoot of domestic EFTS. The “third-leg” of the UC Futures Programme – the development and promulgation of the Graduate Profile is progressing across the Colleges, with significant effort ensuring the development, planning, academic assurance and necessary regulation change for embedding the four graduate attributes through the university curriculum. The University Open Day for 2018 enrolments has been an outstanding success, despite the wintery weather, with some 3,360 participants being shown around the university campus and thoroughly informed and briefed by staff and existing students alike. This is the second highest number of open day participants and included visitors from Australia, especially making the trip to view our university, and augers well for 2018 enrolments. This day is truly a team effort, and I take this opportunity to thank all staff for their efforts.

10. Appendices

10.1 Appendix 1: Building Update

Overall

All campus projects continue to be very busy though the number of tradespersons on campus has reduced to closer to 450 persons, as the number of finishing trades reduces overall on RRSIC Stage One. Work is continuing safely on sites with no major injuries reported for the last period.

Campus Construction Safety Group

The Campus Construction Safety Group continues to meet focussing on the construction projects and their Health and Safety implications on the University's day-to-day business and reputation and most recently, the on-campus impact of the UniCycle Project being delivered by the Christchurch City Council and the UC Open Day on 13 July. Attention has turned to the RRSIC Stage Two project and maintaining access, management of the Biology Car park, noise reduction and dust mitigation during demolition.

The Contractor Round Table Forum expanded representation and continues to benefit from the increased participation by all construction project Health and Safety teams in the sharing of new Health and Safety initiatives. The group will be further expanded by the inclusion of the UCSA main contractor when the contract is signed in late July.

Current Building Status

Key Progress this month:

Major work

Rutherford Regional Science and Innovation Centre (RRSIC)

RRSIC Stage One

The Construction Programme status as follows:

- Baseline Practical Completion date – 10 April 2017
- Contract completion date 2 May 2017
- Current forecast Practical Completion date – 28 September 2017

Programme delay is largely due to delays in starting commissioning of building wide services as completion of building works is achieved across all floors and to the exterior of the building. Occupation for UC will be in early October for research only as all teaching has now been moved to alternate accommodation for the remainder of the 2017 academic year. UC is closely monitoring the works against the current completion programme with an emphasis on ensuring critical building activities in advance of commissioning are being met. Capital Works and the College of Science have worked closely together to facilitate a decant from von Haast into temporary accommodation to ensure the handover to Dominion Constructors is completed on time and does not cause a delay to RRSIC Stage Two.

On site works are as follows:

- Installation of ceiling tiles is progressing well with the majority of tiles being installed (with the exception of those FCC have advised will remain out for commissioning) thus allowing AV to progress with their installation.
- Progress has been made with V baffle ceilings and decortech installation in atrium areas across all levels.

- The majority of carpet and vinyl flooring has been installed on all levels and has been covered to prevent damage. Rubber flooring will not be laid in the atrium / common areas until these areas are near completion.
- Services installations, fire, electrical, HVAC, lab gasses, AV, security and hydraulics continue on all floors. Pre-commissioning activities are commencing where possible with BMS point to point testing, pressure testing of the gases and flushing of the domestic hot water system. AHU 2 is in the commissioning stage and is due to be brought online week ending 30 June 2017. AHU 1 is in pre-commissioning and AHU3 is to follow. The Artesian and Reinjection bores have both been commissioned.
- Novalab laboratory joinery installation throughout the building continues. Completion of this item is a key commissioning pre-requisite to the commissioning of lab gases.

The percentage of progress reported by Fletcher at the two fortnightly Site Meetings on 14 and 28 June 2017 were as follows:

- Overall progress on the Construction Programme: 94% an increase of 2%;
- Major building works in progress Bldg. Services 95% an increase of 4%;
- Façade Curtain Wall 97% an increase of 1%;
- Interior fFit-out 76% an increase of 7%; and
- Commissioning 25% an increase of 3%.

RRSIC Stage Two (Von Haast)

- The contract for Stage Two has been executed, and the first two levels of the von Haast building have been handed over to Dominion.
- Testing for contaminants and asbestos is under way as significant additional asbestos has been identified. The project team worked through the implications of this and instigated early testing of Level 1 and 2 be able to evaluate the implications for the programme should these areas also have additional asbestos. The outcome of this additional testing identified very limited issues, but it has extended the requirement to undertake testing in the basement level of the building. Staff access to the basement has been restricted while this additional testing is undertaken.

Canterbury Engineering the Future (CETF) Tranche 1 (ECE, CAPE & CORE)

- Practical completion has been awarded for both ECE and CAPE.
- CORE was handed over to UC on 15 February 2017 and teaching commenced from the start of Semester One; the CORE is very well used. Unfortunately while Plant Room 12 is substantially complete there are still a number of key components that are required before it is fully commissioned, and due to co-dependencies with the CORE, Practical Completion cannot be granted.
- The CORE UCSA Café is now complete and fully operational.
- The project team recognise close out of outstanding items within Tranche One buildings is a priority issue, as such this has been recognised in the CETF Project Issues Register. An action plan including new processes has been enacted and key resources have been committed by all stakeholders to address this challenge. In consultation with stakeholders the action plan has prioritised works and the priority areas are progressing well.

Tranche 2 (MECH & CNRE)

- Under the conversion of the Hawkins contract to a Fixed Price Lump Sum (FPLS) the University elected to pursue a staged occupancy strategy for the Civil and Natural Resources

(CNRE) wing. The following practical completion dates were agreed within the FPLS terms and conditions:

- Fluids and Structures labs – 30 June 2017
 - Whole of the contract works (balance of CNRE and all of the Mechanical wing) – 30 September 2017
-
- Hawkins has advised that Practical Completion of the Fluids and Structures laboratories is currently 11 working days behind programme, with an advised handover date for this area of 17 July. The external project managers do not concur with Hawkins advice and believe that Practical Completion is likely to be delayed by a further one to two weeks. UC stakeholders are being kept informed of the delays and post-handover activities are being adjusted where possible to accommodate the revised date. The College has advised that the building must be handed over by 30 July to avoid disruption to the teaching programme. This area is being monitored closely with milestone activities reviewed daily.
 - 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 are not reporting any significant issues in respect of the 30 September Practical Completion dates for either Tranche Two wing. The external project managers have been tasked with achieving alignment on programme accuracy and confirming the validity of the completion dates.

Electrical Link Reclad

- Demolition and Rigid Air Barrier are complete.
- Installation of the windows, alucobond cladding and the rainscreen panels has commenced.
- CCC has issued consent for the roof and gutter replacement and this is under construction.
- Some program delay has been experienced but the latest programme revision by Dominion Constructors still has completion of works by the end of September 2017.

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

- The project is currently reported to be on budget with the major budget risk being continued programme delay. A contingency plan is being developed in the event that further delay occurs. Client scope changes are subject to senior management review to prevent further delay through scope creep.
- Construction cash flow to complete the project remains achievable at circa \$4m per month if there are no further major delays.
- Hawkins submitted a new programme Rev L.2 with a CPU date of 11 December. This programme includes a parallel UC fit out to be completed by 21 December. The UC team is aligning the UC works with the Hawkins programme. Progress is being monitored weekly.
- The building shell is now virtually watertight. The basement that was previously flooded is now drying out. A small number of wet areas are now the focus of attention. Internal façade panels are now fitted to 90% of the building elevations, external glazing is under way and façade glazing is 90% complete.
- Completion of the external façade is a significant programme risk although the risk is reducing as progress is being made with approval of shop drawings and appointment of a Hawkins project director to oversee this work. Quality Assurance processes are being implemented and Hawkins has committed to using Last Planner for the production phase.
- Fit-out works are proceeding on track in the North building and are now progressing well in the South building including internal partition installation on the first four levels. First fix fit-out work is near completion in both building wings.

- Gib fix and install is the key trade on the programme critical path. All gib is located on the floors ready for installation. Gib installation has commenced.
- AV and FF&E procurement processes are proceeding as per the programme dates.
- The Café fit-out tenders closed on 16 June 2017. Although there was much initial interest, only one Café operator submitted a proposal. This proposal is for a quality café and early indications are that this operator would be suitable.
- Planning for UC works and decant is well under way with stakeholders providing input to a Master Programme managed by the External Project Managers with the team cognisant of delays in the RRSIC One project and the need for resourcing and planning an integrated UC project program (rather than for an isolated project).

Other Buildings/ Projects

UCSA

- The Early Enabling Ground works have been completed within programme with no further defects or issues. The demolition and early enabling works has both reached final accounts and are in line with budget.
- The building documentation is currently being processed by the various consenting authorities with all minor issues addressed and approval expected in July.
- The final tender proposals have been evaluated by the Project Team with the PCG endorsing the recommendation to finalise contract negotiation with the preferred contractor. It is anticipated that the contract will be executed in late July with construction on site to begin immediately after.
- The project is still on track for the building to be operational by February 2019.
- There is a “Sod Turning” event to ceremonially mark the beginning of the construction scheduled for 21 July. It is a co-hosted and managed event by the UC and the UCSA to further promote the project and to help with fundraising efforts.

Wellness Precinct Infrastructure Project

- The Wellness Precinct Infrastructure Project forms a separable portion of the main UCSA Contract and is tracking within budget allowances. This project will be delivered by the UCSA main contractor to minimise inefficiencies and mitigate risks of the two separate but interdependent projects.
- The construction programme will be further refined by the Project Team to minimise disruptions to the rest of the campus and ensure efficiencies between the two projects are realised.

Arts Centre

- All work is now complete.
- The final account has now been agreed with the contractor. The additional costs associated with variations have been covered by provisional sums and construction contingency. Negotiations continue with the Arts Centre Trust (ACT) to agree the allocation of the costs associated with the attic walls and adjustment to services.

Logie and Locke refurbishment

- The refurbishment of the toilets has now commenced. The contractor is currently on site stripping out the existing toilets.

- Meetings with the Client Working Group continue to work towards the final Business Case for UC Council consideration. The architect was due on site on Tuesday 11 July to finalise the layout of the building.

Residential (Student) Accommodation

- Capital Works continue to work with Student Services and the PCG on developing a high level strategy. Initial modelling of demand indicates the next phase of development as required for 2020.
- The Student Residential Accommodation Strategy will be provided to the UC Council in August, as the decision has been taken to expand on the initial draft received in late June, to ensure it is fit for purpose.

Postgraduate apartments at Dovedale

- The first concrete slabs have been poured on site and the project continues to complete services connections and in ground works prior to the arrival of prefabricated elements.
- The off-site construction of the bathroom pods and framing has commenced, with the first bathroom pod to be sighted and signed off in July.
- The project remains on programme for occupation in February 2018.

Upgrade of Existing Residential Halls

- The design solutions in order to achieve Council policy of 67%+ NBS strengthening have been completed and final costings and an associated program of works have been presented to the Residential Accommodation PCG and to the CLV partners meeting.
- Discussions with CLV continue as it requires CLV to manage occupancy to provide access over a summer enabling these strengthening works to be carried out. The aim is to complete the first building in the 2018/19 summer break.

Projects in planning this month include:

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

10.2 Appendix 2: Upcoming Events Calendar

Date (day/date/month)	Event name	Key goal
Wednesday 26 July	SVA UCan Year 10 programme	Promote
Wednesday 26 July	Parents as Career Educators Seminar - Nelson	Recruit
Wednesday 26 July	UC Connect public lecture: Marketing mental wellbeing in New Zealand. Presented by Associate Prof Ekant Veer	Promote
Thursday 27 July	Flatting Expo	Retain
Thursday 27 July	Parents as Career Educators Seminar - Invercargill	Recruit
Thursday 27 July	Arts Career Series	Recruit
Saturday 29 July	SVA Connect the Community	Promote
Saturday 29 July	UC Chc Youth Orchestra concert: Title TBC	Promote
Monday 31 July	Parents as Career Educators Seminar - New Plymouth	Recruit
Tuesday 1 August	ICT Careers Fair	Retain
Tuesday 1 August	Parents as Career Educators Seminar - Hamilton	Recruit
Wednesday 2 August	SVA UCan Year 10 programme	Promote
Wednesday 2 August	EPECentre Careers Convention	Retain
Wednesday 2 August	UC Connect public lecture: Beyond lie detectors: 'The brain does not lie'. Presented by Professor Robin Palmer, Dr Debra Wilson and Professor Richard Jones	Promote
Thursday 3 August	Professorial Lecture Series: Professor Jeannette King	Engage
Thursday 3 August	Arts Career Series	Recruit
Friday 4 August	Ekea! Year 12 UC Pathways for Māori	Recruit
Monday 7 August	Community Meeting	Promote
Wednesday 9 August	UC Connect public lecture: How to survive life after professional sports stardom. Presented by Prof David Lavallee	Promote
Thursday 10 August	Arts Career Series	Recruit
Wednesday 16 August	Women in Leadership Breakfast	Recruit
Wednesday 16 August	SVA UCan Year 10 programme	Promote
Wednesday 16 August	UC Cup Final	Promote
Wednesday 23 August	Professorial Lecture Series: Professor Diane Proudfoot & Professor Rick Beatson	Engage
Friday 25 August	UC TERM ENDS	-
Saturday 26 August	UC Championship Final	Promote

10.3 Appendix 3: VC Activities

Past	
29 June- 15 July	<ul style="list-style-type: none"> • VC on Annual Leave • Hosted separately alumni Graham Dockrill, Craig Nevil-Manning, John Rutherford
18 July	<ul style="list-style-type: none"> • Attended the Waterways Centre for Freshwater Management in the release of a book on new tecSmart Markets for Water resources: A Manual for Implantation
19 July	<ul style="list-style-type: none"> • Spoke at New Staff Induction
19 July	<ul style="list-style-type: none"> • Met with MBIE Chief Scientist Prof. Margaret Hyland
21 July	<ul style="list-style-type: none"> • Attended UCSA Ground Breaking Ceremony and afternoon tea
21 July	<ul style="list-style-type: none"> • Spoke at Entre Sponsors Cocktail Event

Upcoming Events	
1 August	<ul style="list-style-type: none"> • Attending ICT Careers Fair in Undercroft
2 August	<ul style="list-style-type: none"> • Speaking at Entre \$85,000.00 Qualifiers Event at Ara
3 August	<ul style="list-style-type: none"> • Attending Engagement Visit to Catholic Cathedral College
3 August	<ul style="list-style-type: none"> • Attending Engagement Visit to Haeta Community College
3 August	<ul style="list-style-type: none"> • Attending and introducing Mr Jose Ugaz- Chair of Transparency International – event hosted by the Law School
7 August	<ul style="list-style-type: none"> • Attending Community Meeting
10 August	<ul style="list-style-type: none"> • Attending the Universities NZ Vice-Chancellor's Meeting in Wellington
11 August	<ul style="list-style-type: none"> • Hosting The Very Revd Prof. Martyn Percy Visit