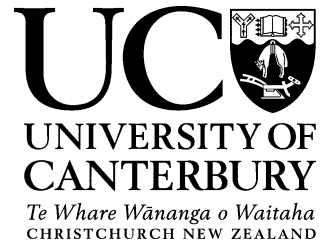


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**VICE-CHANCELLOR'S REPORT TO
UNIVERSITY OF CANTERBURY COUNCIL JULY 2019**

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1. INTRODUCTION

With most of July being a time when the students are on their mid-year break, staff used the opportunity to host a number of academic events and I had the honour of being invited to speak at a number of these. Teaching Month commenced with a celebration for the teaching award winners and staff who have recently become fellows of the Higher Education Academy. The winners of the Teaching Awards were Associate Professor Ashley Garrill (Biological Sciences), Dr Marlène Villeneuve (Geological Sciences) and Professor Alessandro Palermo (Civil and Natural Resources Engineering). I had the privilege to deliver a keynote speech on the future of teaching at UC.

I delivered another address at a special UC Māori Research Hui called the Matariki Research Symposium in recognition of the Māori New Year. This hui was attended by Indigenous scholars and elders from Saskatchewan, McMaster and Calgary Universities. I spoke to the group on Indigenous research and my experiences in conducting research in my discipline, psychology.

By far the largest event in July was the UC Open Day | Rā Tōmene 2019 on 11 July when we welcomed some 5,400 prospective students, their families and whānau onto campus. With an overall increase of 29% on 2018 and with attendance at information sessions increased by 60%, the prospects for growth in student numbers looks favourable. Around 200 people arrived into Christchurch International Airport early in the morning and were greeted by UC staff and students at a welcome desk before being bussed to UC. Our guests toured the campus, the halls of residence and our learning facilities to gather information about studying or supporting someone studying at UC. I spoke at two well-attended information sessions for parents and whānau, where a panel from various UC support services presented topics including academic support, health and wellbeing, security and accommodation. These sessions reinforced the message that UC is an institution that offers wrap-around student support. Overall this was a successful event and I wish to thank the Events team and all staff and volunteers who contributed.

Prior to the Open Day, 80 careers advisors from around the country were hosted at UC's Update Day | Rongo o te Wā on 24 and 25 June. Day one saw guests from domestic regions hosted at UC halls of residence and attending an information session hosted by ChristchurchNZ at Tūranga, the new central library, before concluding with dinner. Showcasing UC alongside the City was positively received. Local careers advisors joined the group on day two and in the morning I was pleased to speak to them about the importance of a holistic education. Then, they attended breakout information sessions about each college, before regrouping to hear about UC's newest degree offerings. They were all invited to attend the opening of the new Rehua building that afternoon.

Minister of Education, Hon Chris Hipkins opened the Rehua building on 25 June, with 162 guests ranging from project stakeholders to donors for Education and Entrepreneurship in attendance. Guests were welcomed with a performance by the Christchurch Youth Orchestra. The Chancellor delivered a welcoming speech, I spoke on the importance of Rehua for UC and then the Minister delivered an address where after there was a ribbon cutting before the event concluded with Rehua staff performing a waiata.

The 2018 Early and Emerging Researcher awardee, Dr Dr Mitja Remus-Emsermann, School of Biological Sciences, presented his award lecture at a celebratory event. His lecture on "Understanding bacterial colonisation on plant leaves and the future for sustainable disease management" outlined his fundamental research on the interaction of plant physiology and bacterial populations, and how these might be used for disease management of food crops and potentially protection of iconic native species from pathogens.

There have been a number of pleasing accolades and acknowledgements of the work of staff and students. UC Forestry Professor David Norton's efforts has resulted in UC being awarded about \$100,000 from the One Billion Trees fund to support the Restoration Ambassador Project led by UC.

The UC team 'Electric Sheep', was the only New Zealand team to compete and qualify at the international RoboCup 2019 competition, in Sydney, Australia, recently. The team qualified for the Humanoid League category of the event, which challenges participants to design and build autonomous robot teams capable of playing soccer against each other. Sponsored by UC's College of Engineering, HIT Lab NZ and School of Product Design, the UC team succeeded in creating a new humanoid robot platform with a significantly low budget. Each unit cost approximately UC\$3,000 – compared to an average of UC\$20,000 for other teams.

Two of the three 2019 Ethel Benjamin scholarships awarded by the New Zealand Law Foundation for overseas postgraduate study went to recent UC graduates: Nicola Hodge will complete an LLM at Cambridge University focusing on constitutional and human rights law; and Rosalind Kos will complete an LLM study at Chicago University exploring pragmatic approaches to the prosecution of family violence cases. These awards honour New Zealand's first woman barrister and solicitor, Ethel Benjamin, and are awarded to "outstanding female lawyers".

A UC spin-out company, MARS Bioimaging (developed by Phil and Antony Butler, School of Physical and Chemical Sciences), won the MedTech Commercial Translation Award at Health Tech Week. Professor Maggie-Lee Huckabee's technology (from UC's Rose Centre) for rehabilitating stroke patients' swallowing capability was also short-listed in these awards.

UC has become the first New Zealand university to be an "IRD approved research provider" for the new 15% R&D tax rebate for New Zealand business to undertake research and development, and has already attracted interest from a number of businesses thinking of commissioning research.

In early July, we received information that the proposal prepared by BGH Consortium to acquire all shares in Navitas was accepted by shareholders and the acquisition process is now complete. Navitas has provided assurance of its commitment to remain focused on delivering exceptional outcomes for its students and university partners. Navitas also announced a refresh to the company's leadership team with the appointments of Scott Jones and Colin Pavlovich as Group CEO and CFO respectively.

2. STRATEGIC MATTERS

2.1 E Tū, Kia Ora – Academic Strategy Development

The Academic Board considered the Draft UC Strategic Framework at an extended meeting on 12 July, providing small group written feedback on the day with an additional invitation to give further written feedback by noon on 22 July 2019. Colleges and service units have also been afforded the opportunity to submit feedback by noon on 22 July. In addition, a student survey is in progress. A revised version will be made available to the Council, together with a report on the feedback, for consideration at the Council workshop on 27 July.

The Draft Strategic Framework foregrounds the concept of an 'engaged university' which rests on a canon of academic research and teaching developed since 1996, using the idea of scholarly engagement with communities, sometimes based in a particular place. 'Place-based' scholarly activity is also reflected in an academic body of work that establishes and studies a framework for scholarship and university operations linking these activities to the benefit of the locale in which the university is based (called an 'anchor' university).

This aligns well with the concept of tangata whenuatanga. UC has always engaged with its local communities and the strategic framework signals a more purposeful and driven approach to this.

Research infrastructure is a key component of UC's identity as a research-intensive university and historically the field stations have been a distinctive feature. In this regard, accompanied by Prof Matthew Turnbull, I visited the UC Kaikoura field station which has been closed since 2016 due to health and safety risks. I was pleased to be shown the facilities by Prof David Schiel who informed me about the scientific work that has been conducted at the site since it was opened. Options for the future of this facility are under consideration.

2.2 UC Futures Programme UC Ki Mua

On 25 June 2019 the Minister of Education opened the Rehua building. This celebratory occasion featured an orchestral piece written by Dr Patrick Shepherd, called Rehua, which was performed by the UC Christchurch Youth Orchestra. The College of Education, Health and Human Development, and the College of Business and Law have been occupants of the building from the beginning of the year.

On 4 July 2019, the final meeting of the Graduate Profile Project Control Group was held. This group was tasked with overseeing the introduction of curriculum content for the UC-wide graduate attributes in all undergraduate degrees at UC. These attributes are to be competent in the core discipline, to be employable, innovative and enterprising, to achieve bicultural competence and confidence, to be globally aware and to be engaged with the community.

The Governance Oversight Group (an additional layer of governance provided to support earthquake recovery) will meet for the only time this year on 26 July 2019. This meeting will receive reports on the continued repair of the campus and enrolment levels at UC. Domestic enrolments at UC continue to look positive and international enrolments remain significantly above 2018 levels. UC is on track to reach pre-earthquake enrolment levels in 2020 across the board.

3. STUDENT RECRUITMENT

3.1 Domestic Recruitment

The largest university recruitment event, Open Day | Rā Tōmene, was held on 11 July. All registrations, regardless of whether they led to someone attending or not, have been added to the Customer Relationship Management (CRM) system.

All registered future students and their whānau members were personally contacted through a phone call by a Liaison Officer before Open Day. The purpose was to give a personal touch to Open Day and ensure visitors were prepared for their visit to UC. Additionally, every future student or whānau member who attended Open Day received a personal phone call from a Liaison Officer to ensure they received all the information they needed and were aware of the next steps in their decision-making journey. The team also followed up with those who registered and did not attend Open Day. Information has been sent to future students who did not register for Open Day but are part of the Stay in Touch database to encourage them to visit the UC campus on a Campus Tour.

With Open Day behind us, the conversion campaign has begun. This starts with course planning visits around the country. During these visits the team focuses on transitioning the student to UC. This not only includes providing first-year course advice, but also club and social life planning, mentoring and being part of the Student Volunteer Army. The aim is to improve conversions and transitions by ensuring future students are better connected with UC and the community.

There has also been a focus on the Adult Market. The Liaison team is currently trialling late appointments and phone calls.

UC has also had a presence at the community-organised Careers Expos in Invercargill which attracts future students from Year 11 - 13.

3.2 International Recruitment

Development of a pathway programme into the UC Bachelor of Commerce programme via Huazhong University of Science and Technology is in progress, with the first cohort intended to begin their studies in September 2019. It is anticipated that a coalition comprising UC, local high schools and overseas high schools, with support from ChristchurchNZ, ENZ and overseas government agencies, will create a pathway for international students into UC via NCEA.

Semester 2 International Orientation and Enrolment week commenced on 8 July and ran through to 15 July inclusive. It is important to note that enrol in person was extended into the first week of classes this year, making year-on-year comparisons of EFTS not directly comparable.

Recruitment Mid-Year trends as of 20 July (new students starting mid-year) were as follows:

[This only includes students whose first enrolment in the academic year is in a course starting after 31 May (this number excludes students who simply increase their EFTS load).]

- UC's Domestic mid-year recruitment trends are tracking 2% behind of last year (12 students; 717 vs. 705 students).
- UC's Full Fee mid-year recruitment trends are tracking 10% ahead of last year (32 students; 318 vs. 350 students).

The ongoing problems with INZ visa processing times and messaging in market continue to be an issue with applications from India being the most impacted. Students who have not been able to secure a visa in time for Semester 2 enrol in person (approximately 15-20 students) are being encouraged to defer their commencement until 2020.

4. STUDENT EXPERIENCE

4.1 Academic Skills Centre

GradFest, a week-long event for postgraduates with sessions presented by UC academics and general staff, took place in June. Over 230 students participated in 29 sessions, four social events and the PGSA's Poster Showcase. Evaluations via Qualtrics are under way and there are early indications of a high level of engagement and appreciation of the breadth of topics covered. The next GradFest will run in late October.

Academic Skills Centre conducted three half-day academic orientations for adult, international and first year students. Sessions covered topics such as time management, note-taking, critical thinking and academic writing. These events also gave students the chance to meet other new students.

4.2 Equity and Disability Service

A total of 390 registered students made use of mid-year exam supports during the recent exam period. There were 1,005 individual examination sittings in total across this time, with 40 students requiring enlarged font and 31 students requiring rest break accommodations. Reader/writer accommodations also increased this year.

4.3 UC Careers

‘Workplace Visits’ organised by UC Careers for students continued to prove popular and valuable to participants. The visits, primarily to University departments (e.g. Business Insights, Financial Services, ICT, Design and Marketing, and Communications and Events), helped students explore different career options, find out about skills that are most valued by employers, and learn about workplace culture. As the visits increase in popularity, off-campus visits are also being organised.

4.4 Student Care

Student Care recorded a total of 435 student engagements from 225 unique students during June.

Student Care has continued to experience a significant increase in the numbers of students accessing services. A comparison of the same month last year shows an increase of 221 student engagements for June 2019. Data also indicates 94 more students presented with mental health issues compared with the same period in 2018.

Student Care continued to promote the Supporting Students in Distress Guide to Health & Safety Committees. Student Care staff attended a UNZ-organised hui that brought together practitioners and researchers/academics to continue the work on a cross-sector approach to preventing sexual violence. It focused particularly on the workstreams of baseline data, training and campaigns, practice strategies and scalable pilots.

4.5 Student Experience Team (SET)

SET’s first-year experience programmes closed off Semester 1 with a range of activities to ease students into exam time: Go Canterbury Student Leaders and their groups volunteered for service activities including a beach clean-up and working in the UC Community Gardens; UniLife ended the semester with a Pizza and Games night; three Emerging Leaders Development Programme scholars attended the Aspiring Leaders’ Forum in Wellington (27–30 June); and Programme Coordinators scheduled to share ‘fear of failing’ resources with these first-year cohorts ahead of exam results.

The Mentor and Mentee survey conducted in June returned positive comments including:

- “really like how the programme has changed this last year with the workshops and meet ups”
- “I love being able to help out the UC community and all the extra activities have been a bonus”
- “My mentor inspired and guided me at times when I wanted to give up”
- “Talking to another student, helps to know others are going through similar”
- “I didn’t know where to go when first I needed, but my mentor led me to the appropriate services”.

4.6 Wellness Services

The Wellness Strategy discussion document was launched for feedback on 24 May. The engagement process included the engagement document, an online survey and multiple face-to-face meetings with key staff and student groups (Academic Board to UCSA Executive).

The feedback concluded on 17 June with 925 online survey responses (515 student and 410 staff) and over 250 additional lines of feedback from the face-to-face engagement. The results are currently being assessed and will be incorporated into the final strategy and implementation, due at the end of September.

4.6.1 Rec & Sport

The RecCentre membership base continued to grow steadily, with 7,146 student members and 483 other members, taking the total membership to 7,629 as of 30 June 2019. June saw lower participation than in other months, due to the holiday break, with 22,454 check-ins (May, 33,000), 86% of which were students. However, total participation rates for the year to date were at 140,599 – the highest recorded rate since 2010.

UC enjoyed a number of sporting successes in the past month. The highlights include our men's Hockey team finishing first in the University and Tertiary Sport New Zealand (UTSNZ) tournament, beating Otago University 6-1 in the final. Our premier Netball side gained promotion to the top premier division in Canterbury after winning their grade, which comes after many years of playing in second and third division competitions and also after UC Sport providing additional support over the past eight months. Our premier men's Basketball team won the first-round competition in the premier basketball division in Canterbury and our women's premier Rugby team finished second in their competition.

We also have a new All Black, with student Braydon Ennor being named for the upcoming Rugby Championship. Two UC students have been competing at the World University games in Napoli, Italy. Anna Percy finished 17th in the women's 400m Hurdles and Max Atwell will compete in the men's decathlon.

With the presence of these high-profile athletes on campus, it is timely to note that UC, as a member of the Athlete Friendly Tertiary Network, has committed to develop and implement support systems in relation to high-performance athlete enrolment, courses and assessment. UC has at least 44 students in this category, the majority of whom are studying towards a BE, BCom or BSpC. The Rec & Sport team is UC's intermediary between the athlete, High Performance Sport NZ and the academic departments.

4.6.2 Health Centre

For the first half of this year, 24,985 consultations (face to face) and appointments took place compared with 23,864 in 2018. Counselling had an increase in patients of 24%, supported by the additional contract clinical psychologist as well as the short-term contractors the Health Centre took on immediately post 15 March.

The Counselling team is currently six weeks into a trial of the 'triage/warm handover/rapid access' Counsellor position. This role provides rapid triage of patients on the wait list to assess risk. Early results are encouraging and the team is seeing a greater number of referrals and contacts.

The Health Centre is also rolling out a new online 'patient portal'. This online service allows patients to view their results, communicate securely with their GP, request prescriptions of long-term medications and book appointments with their GP. The service is open to patients who have enrolled in the practice and signed up for the portal. Its intent is to ensure the Health Centre can provide patients quicker, secure access to their own personal details for their own needs as well as better manage demand.

5. PEOPLE AND CULTURE

Learning Resources (LR) is currently undertaking its third round of biennial Organisational Culture/Organisational Effectiveness surveying. The survey closes on 24 July. Once completed LR staff will be considering the results in detail and planning about how to build on them further.

The second "Blue CLUES" * session for 2019 was on the topic of the Team Management Profile (TMP), the development tool UC is using to enhance team dynamics and interactions.

Thirty-one staff in leadership roles attended. The small workshop style sessions showcased UC leaders weaving TMP into professional development, change management and setting team values. The session was well received with attendees getting value from hearing from our UC leaders who are noting successes in utilising the TMP.

“Moving teams through ADKAR in relation to Culture Change” is the theme of this quarter’s “Blue Clues” forum, where attendees will hear from senior management team members and other leaders about where they are in relation to ADKAR+ and how they have moved their teams through the various stages in order to effectively manage changes to improve organisational culture. The aim is to share learnings and inspire other leaders with examples of deliberate interventions to keep the momentum going within their teams.

* Blue CLUES is the name of the professional learning community for UC leaders* - to support their leadership of the culture development programme. The concept of the community is to further develop constructive relationships across UC through shared learning - from each other and from experts - and to provide opportunities to share and solve challenges, and collaborate on opportunities and initiatives. Blue refers to the four constructive styles - Achievement, Self-Actualising, Humanistic-Encouraging and Affiliative – used in our model and CLUES - Culture Leadership Understanding and Education Seminars.

+ ADKAR is a Change Management tool, part of the Prosci Change Management methodology. Prosci was endorsed as UC’s favoured change methodology to be utilised in projects post-quakes. ADKAR is an acronym that represents the five tangible and concrete outcomes that people need to achieve for lasting change: awareness, desire, knowledge, ability and reinforcement.

New Staff Induction

The New Staff Group Induction is organised and facilitated by the Learning and Development Team in the HR department. It is three hours long and run once a month for between 10-22 staff. All continuing and fixed term staff are invited to attend as part of the hire process. So far this year 62 staff have attended six inductions (20 academic staff and 42 general staff).

Topics covered include, but are not limited to:

- A welcome to UC by VC
- How Group Induction fits within wider onboarding process
- Health, Safety and Wellbeing
- Bi-Cultural confidence and competence
- Staff benefits and professional development opportunities
- Records Management and Official Information Requests
- Student Care and referral process
- Snapshot of UC’s past, present and future, including structure and functions within UC
- General information about campus and services available
- There are six guest speakers, including the VC

Other Induction sessions UC offers new staff include: Utilising UCPeople (PeopleSoft) from an employee and as a manager; Library services including eLearning; Academic Services; Research & Innovation.

5.1 Health, Safety and Wellbeing

The UC Hazardous Substance Steering Group has made good progress in sourcing a new location for a central transit depot for hazardous substances, which is proposed to become operational in mid-September 2019.

The Health and Safety team are working closely with the UC Wellness Director to establish a workable Wellbeing Strategy for staff. Results from a recent internal wellbeing/wellness survey are undergoing analysis in order to identify a clear direction for the strategy.

UC halls of residence are undergoing external gap analysis audits throughout 2019 in order to provide reports on where they currently lie within regulatory requirements i.e. first assessment since the new Health and Safety at Work Act. The University as PCBU (Person Conducting a Business or Undertaking) has a primary responsibility to protect its community against harm to their health, safety and welfare as far as is reasonably practicable. In order to comply with these regulatory requirements we carry out regular assessments/audits of our facilities which provides a framework for continuous improvement and progressively higher standards of work health and safety.

The Health and Safety Toolkit content is being moved to a more intuitive web-based format.

6. LEARNING AND TEACHING

Students began the second semester on 15 July and many will have the opportunity to be taught by esteemed Erskine Fellows commencing mid-year. The Erskine Programme Office welcomed 17 Canterbury and Erskine Fellows and their families to UC in July. The Erskine Fellows continue to bring an international flavour and different perspectives to the UC curriculum.

In addition to the students who began at the beginning of the year, new students have joined UC mid-year. The Certificate of University Preparation students celebrated their graduation on 12 July; of this cohort of 59 students, 45 were planning to start degrees across the University on the following Monday.

Staff have also been busy attending conferences, refreshing curriculum and engaging in teaching month activities. Teaching Month commenced with a celebration for teaching award winners and staff who have recently become fellows of the Higher Education Academy, along with a keynote speech from the Vice-Chancellor on the future of teaching at UC. As part of Teaching Month, Professor Thomas Ollson from Lund University in Sweden spoke on the model his university has used to build professional development. Curriculum was another focus, with a range of proposals going to CUAP, including a new degree in International Translation and the addition of new minors. Existing degrees were also refreshed with more contemporary offerings such as the Master of Business Administration. As part of the thinking about future offerings, micro-credentials are an ongoing discussion. UC co-hosted a national symposium on micro-credentials in Wellington, where more than 40 representatives from the university sector discussed micro-credentials and how those can be created, offered and quality-assured at universities.

Teaching and learning, and UC's staff were also showcased to the community when the Children's University was hosted on campus. Providing a campus experience for the Children's University members is an important part of the programme. Fifty-seven Children's University members aged from 7–12 years visited the University of Canterbury with their parents. Over three hours, the children and their parents participated in three hands-on workshops run by staff and academics, exploring the subjects of earthquakes, volcanoes and Antarctica. Our aim is to run more of these experiences in the October school holidays.

Finally, understanding the outcomes of UC's teaching and learning for recent alumni was part of the focus this month. The graduate destinations survey was deployed to over 3,000 alumni from the 2018 graduating year. Work has commenced on preparing data for migration to the data warehouse, in readiness for the development of a prototype data dashboard later in 2019. The aim of that exercise is to use information about UC graduates in ongoing curriculum and teaching developments.

7. RESEARCH

At least seven collaborative UC bids (joint with a mix of universities and CRI collaborators) have been submitted to the competitive MBIE Strategic Science Investment Fund (SIFF) "Data Science" call. MBIE has indicated that up to \$49 million will fund up to four strategic multidisciplinary data science programmes over seven years. A key aspect of the investment is institutional and national collaboration with Singapore. Similarly, a new MBIE "Future Foods" call is in development, which will also be built around collaboration with Singapore. New research funding in the recent budget also creates opportunity for UC, through the regional "Product Accelerator", a new "Advanced Energy Platform" and the new National Energy Centre based in Taranaki.

UC, in collaboration with Callaghan Innovation Technology Incubator, Astrolab Ltd and local fertiliser company Ravensdown, have founded a start-up company to commercialise intellectual property for the detection of nitrates from Dr Deb Crittenden of the School of Physical and Chemical Sciences. A previous UC spin-out, MARS Bioimaging, won the MedTech Commercial Translation Award at Health Tech Week. Professor Maggie-Lee Huckabee's (Rose Centre) technology for rehabilitating stroke patients' swallowing capability was also short-listed in these awards.

At least 12 other projects sit in an externally funded commercialisation pipeline, with a further \$240,000 proposal being prepared by Aaron Marshall and Jonathan Ring from the College of Engineering for consideration by KiwiNet for innovation funding. In parallel, UC has become the first New Zealand university to be an "IRD approved research provider" for the new 15% R&D tax rebate for New Zealand business to undertake research and development. This accreditation has already attracted interest from a number of businesses considering commissioning targeted research.

A consultancy contract with Ministry of Social Development has been secured by Eileen Britt and Martin Dorahy (Psychology). They will provide advice and assistance to deliver training to a team of Christchurch case managers to work with 100 families directly affected by the 15 March terrorist attack.

Elizabeth Hopkins, Acting Director Commercial, R&I, has been appointed by the Minister of Science to the MBIE Science Board, and has attended her first meeting to review the progress of the National Science Challenges.

Postgraduate Research

The UC Doctoral and Masters Scholarships round for mid-2019 closed on 10 July, with selection meetings and scholarship offerings to be made in the forthcoming weeks.

New-supervisor training workshops were run over the last three weeks of June, which saw 20 academic staff attend these three three-hour sessions. The finals of the 3MT (Three-minute Thesis) presentation competition is scheduled for 5–7 pm, 6 August in the UCSA's new Haere-roa building. This year, the competition is being sponsored by Research First, a Christchurch-based research and product-development company.

A number of new initiatives are in development, including: changing EFTS weighting for part-time doctoral students; guidance on academic progression from master's to doctoral qualifications; proposing a change to the allocation process for UC Doctoral Scholarships; and proposing an increase in UC Doctoral Scholarships funding. All of these initiatives will be considered by relevant committees and/or SMT in the coming weeks.

8. BICULTURALISM

Two new team members have started within the Office of AVC Māori this month: Mel Tainui as a Kaiārahi and Lisa Willis as Office Administrator. Three additional new Kaiārahi have also been appointed – Corban Te Aika, Lyndon Waaka and Rāhera Clark – and will be inducted in the team by 19 August.

As of 1 July, 1,413 Māori students (headcount) were enrolled at UC. Kaiurungi (Māori Student Advisors) are currently contacting students under academic progress review to provide academic and pastoral support and guidance. The Kaiurungi coordinated a cultural development noho at Koukourārata Marae for Māori students, which was also timed to coincide with the release of Semester 1 academic results. Key themes covered at the noho included tackling fear of failure, resilience and how Kaiurungi can support ākonga Māori going forward. Kaiurungi and students have been invited back to Koukourārata to plant Māori potatoes in a month's time.

9. FINANCES

June 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)	3,718	(5,469)	9,187	2,080	12,021	9,941
Capital Expenditure	52,305	70,907	18,602	123,637	116,856	6,781
Cash/ Short Term Investments/ Short Term Government Stock	332,180	294,366	37,814	173,363	194,246	20,883

UC had been budgeting for an operating deficit as at the end of June 2019 of (\$5.469) million, but has returned an operating surplus of \$3.718 million.

This is a favourable variance to budget of \$9.187 million. This favourable variance mainly relates 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.

Other favourable variances relate to \$6.317 million less operating expenses (mainly due to savings in consultancy expenses, contract research, contract teaching, and asset purchases <\$2,500, partially offset with higher commissions and levies), \$1.044 million less depreciation, \$0.877 million more interest income, \$0.708 million favourable variances in total personnel expenses (in addition to the retiring allowances described above), and \$0.750 million more net profit that was realised in May on the FENZ deal due to lower demolition costs than had been budgeted for.

This favourable variance has been partially offset with unfavourable variances coming from (\$1.072) million less income from UCF/ Trusts, (\$1.843) million less international tuition income, (\$0.977) million less PBRF income following recent reassessment of UC PBRF-related performance and (\$1.107) 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 \$18.602 million below budget. Of the expenditure incurred to date, \$14.028 million is UC Futures related (RRSIC, Rehua and CETF) against a year to date budget of \$30.067 million, much of which relates to programme delays and final account payment requests yet to be received for the larger building projects.

The June 2019 cash position of \$332.180 million is higher than budget by \$37.814 million due largely 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: 42 (13/07/2019)			Enrolments (13/07/2019)		Actual	Actual	Forecast (as at June)	Budget
	2017	2018	2019	2018	2019	2017	2018	2019	2019
Domestic 1st Year	5,313	5,461	5,983	3,578	3,688	3,262	3,662		
Returning	9,646	9,944	10,569	8,508	9,087	8,409	8,704		
Total	<u>14,959</u>	<u>15,405</u>	<u>16,552</u>	<u>12,086</u>	<u>12,775</u>	<u>11,671</u>	<u>12,366</u>	<u>13,095</u>	<u>12,972</u>
International 1st Year	3,417	3,975	5,059	848	869	744	922		
Returning	810	945	1,122	757	888	674	781		
Total	<u>4,227</u>	<u>4,920</u>	<u>6,181</u>	<u>1,605</u>	<u>1,756</u>	<u>1,418</u>	<u>1,704</u>	<u>1,896</u>	<u>2,019</u>
Total	19,186	20,325	22,733	13,691	14,531	13,089	14,069	14,990	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 Jan vs 6 Jan.

ATE data is based on student headcount and on student 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 international PhD students generally pay domestic fees, the table above groups them with Domestic Students.

10. MAJOR PROJECTS & FACILITIES

Major Building Projects

RRSIC programme: The Defects Period for Ernest Rutherford finishes at the end of July and the contractor is targeting completion in accordance with those contractual requirements. The programme completion date for the Beatrice Tinsley building continues to hold at August 2019 with no indication from the contractor at this stage that it will move.

Canterbury Engineering the Future: CAPE Gas Line manifold is now installed and works are completed. Fire Lab (ECU) discharge consent application has been lodged; fan and motor modifications are underway and are to be completed by end of July. The minor repair works outstanding are to be completed by end of August.

Rehua: The remaining defects numbers are now very low and approaching completion. Fluid Viscous Dampers (FDVs) remain a fundamental issue in delaying the provision of Practical Completion (PC) and lodgement of Final Account until the third quarter. Hawkins' response to the requirement to immediately inspect and remediate the FDVs' surface damage has been poor and UC is now escalating contractual pressure through Engineer to Contract.

Haere-roa (UCSA building): Opening of the building occurred as planned on 9 July 2019. All outstanding works are targeted for completion by 26 July and lodgement of PC by the contractor is expected at the end of August 2019.

Garden Hall (Homestead Lane): The ground level of the site, including footings and compacted fill, is completed to under-ground slab level; steel erection has commenced with off-site pre-fabrication of floor slabs underway.

Logie and Locke: The contractor has increased on-site activity considerably, with all asbestos products removed in the Locke building by 19 July. The College has commenced vacating two floors to facilitate early access for the asbestos removal team in Locke and a review of programme has been initiated. UC has received the final asbestos report after invasive testing and inspections on the Locke building, and the report is under review to inform scope for asbestos removal works commencing on 22 July.

School of Product Design growth: The final small areas are to be completed for the School once current occupants relocate into the Beatrice Tinsley building by the fourth quarter.

University of Canterbury Library | Ngā Puna Mātauraka o Waitaha

Semester 1 exam study time saw large numbers of undergraduate students using all three libraries for study and support. Students particularly welcomed the tea and coffee stands, asking for them even before the planned commencement date. In Semester 2, the Library proposes to start this service three days earlier. Questions via AskLive were up 20% on the same period last year, indicating a number of students were studying elsewhere but still using the services of Library staff.

The Library's social media platforms – Facebook, Twitter and Instagram – all demonstrated increased numbers of followers in the past 12 months. (Instagram is up 212% to 907 followers.)

IT Services | Te Ratonga Tautoko Hangarau

A number of projects aimed at reducing technical debt were completed in June. All SharePoint sites have now been re-designed and information currency improved as part of a migration to a newer version. This has allowed the decommissioning of SharePoint 2010.

The Jade student management system has been migrated to newer hardware and also upgraded to the latest software version to maintain its supportability while the Student First programme continues.

A number of significant network upgrades were successfully completed during the mid-year break, minimising disruption to staff and students.

11. COMMUNICATIONS

11.1 UC in the media

Around 60 media queries were handled during June. Media coverage this month included the new journal, Series of Unsurprising Results in Economics (SURE). There were also media queries and stories about UC helping Sumner prepare for tsunami evacuation, UC Fulbright scholarship winner Abbas Nazari, UC students organising a climate change summit, and Professor Steven Ratuva's HRC research grant into Pacific community health.

An analysis of coverage delivered from 1–30 June 2019 (Broadcast, Internet, Print) found 548 items. This coverage reached a cumulative audience of 9,002,495 and had an advertising space rate of \$1,464,184.

The following UC media releases and news stories appeared in Broadcast, Internet and Print media:

- Sustainability important to international tourists – new research
- Turning food waste into bioplastics
- Dark Sky Project launches in Tekapō
- Towards a clean, green Aotearoa: students lead climate conference
- UC scholar studies Māori perspectives on plant-based kai
- Education Minister opens award-winning new UC building
- UC ecologist leads urgent global call to change river management
- University of Canterbury improves QS ranking
- UC buildings recognised with regional and national awards
- Three UC graduates win Fulbright scholarships to study in US
- Free public talk: In bed with the Romans (R18)
- Canterbury researchers seek firmer footing for 'Disaster Law'

11.2 Marketing

This month's focus was the Adult Student and Go Canterbury campaigns, which are in market July to August. Semester 2 results were positive, with online placements delivering 109% more clicks to website than in 2018.

UC also had good results from the national portion of the Open Day campaign. With a similar overall budget as 2018, online clicks/results increased by 147%.

UC Me remains in market with new outdoor content in both Wellington and Christchurch and new student videos. Other video content produced included an international student series, club videos, UC Minds (research-related), college-specific content and campaign support.

11.3 Digital

Over the coming weeks the Digital team's focus will be predominantly on the new T4 upgrade. A series of demonstrations and training sessions started mid-July for all users.

The Digital team is working closely with the Comms team on Phase 2 of UCGo, putting together a series of user stories.

The Digital team also recently launched the new Rankings section in the website and has been supporting the Mature Market campaign by updating the pages and student bios.

UC's social media presence is strong, with Open Day coverage and promotions set to increase engagement.

11.4 Engagements with Alumni and Donors

Income in the year to date is \$3.7 million, made up of 975 donations from 627 supporters. Distributions are at \$2.5 million including \$880,000 to UCSA.

The Ngaio Marsh Theatre has 154 named seats, along with a further 25 rooms and areas named in recognition of supporters. The official opening is planned for 2 August.

The Chalky Carr Trust has committed \$50,000 in scholarships over the next five years to support students affected by cancer.

The Estate of Marie Lockie gave \$50,000 for the purposes of research into nutrition and mental health. In June, four new members joined the Partners in Excellence programme. These are people that have confirmed they are leaving a gift in their Will. The UC Foundation renewed its contract with Justly (an online will-writing service), providing all UC staff with the opportunity to access will-writing services and a statement of wishes online for free from early July.

The UC Foundation Annual Report has been sent to all 2018 donors. Links to the Annual Report, Research Report and Chronicle have also been sent to all alumni with a known email address (68,000). Alumni also received an eNews in June, and the Chronicle was sent to alumni, school principals and key stakeholders.

11.5 Other Engagements

UC hosted a site blessing and sod turning ceremony on 6 June to celebrate construction commencing at the new Ilam Fire Station and Fire Training and Education Facility. The event was a collaboration between UC and Fire and Emergency New Zealand, with guests including key stakeholders from each organisation.

248 staff attended the second 2019 Staff Forum | Wānanga Kaimahi on 1 July, where an update was provided around the academic review (E tū, kia ora). Staff also had the opportunity to connect with and ask questions of the Senior Management Team. The final Staff Forum | Wānanga Kaimahi of 2019 is scheduled for early December.

Thirty eight members of the local community attended a Community meeting | Hui ā-hapori on 2 July where they were updated on relevant issues from UCSA, Learning Resources and Fire and Emergency New Zealand. The next community meeting is scheduled for mid-October.

12. COLLEGE SUMMARIES (PROVIDED BY PVCs)

College of Arts / Te Rāngai Toi Tangata

Chia-rong Wu, senior lecturer in Chinese, is taking over from Phil Marshall-Lee as Director of the Confucius Institute. The Department of Cinema Studies has been merged into the Department of English. The College is continuing to work on the review of the BA through all-College workshops. It is rolling out an online version of its workload planning template, including for the first-time service elements alongside teaching and supervision. It is also reviewing the European/EU Studies programme in conjunction with the NCRE. For information on the College's many cultural and scholarly events, see its 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

Colleagues welcomed new staff member, Associate Professor Diane Mollenkopf to the Business School. Diane was formerly the McCormick Associate Professor of Logistics at Haslam College of Business, University of Tennessee and has research and teaching expertise in global supply chain/logistics integration and sustainability. Ruth Ballantyne, currently Professional Practice Fellow, Law Faculty, University of Otago, has been appointed to a lectureship in Private/Family Law, and Adrienne Paul has been appointed as a part-time lecturer in Māori Land Law. A registered Barrister and Solicitor, Adrienne is currently an Advisory Team Member of the Ministry of Justice Māori Land Court and Motiti Commissioner in the Department of Internal Affairs.

UC Accounting Professor Markus Milne was recognised for his work at the Asia-Pacific Interdisciplinary Research in Accounting conference in July when he was inducted into the *Accounting, Auditing & Accountability Journal* Hall of Fame for “distinguished service contributions to the progress of interdisciplinary accounting research”. Markus’ research focus is on social and environmental reporting, and sustainability, specifically how organisations apply ‘triple bottom line’ accounting methods. Associate Professor Andrea Mencolva and Asaad Ali were awarded the 2019 Statistics NZ prize “for the paper that is deemed to have the best use of official statistics”. They received the award for their paper “Returns to Initial Years of Formal Education: How Birthdate Affects Later Educational Outcomes”, which found that timing of birth – and hence school start dates – significantly influence students’ NCEA and UE results.

College of Engineering / Te Rāngai Pūkaha

The HITLab is awaiting the imminent arrival of three high-profile new staff as part of the TEC’s recent Entrepreneurial University funding round: Associate Professor Heide Lukosch and Associate Professor Stephan Lukosch, both at Delft University of Technology, and Professor Andrew Phelps, until recently at the Rochester Institute of Technology, USA. Together, this ‘dream team’ will bring over 50 years of expertise to bear on developing applied immersive gaming for education, simulation and training in New Zealand, and significant entrepreneurial and commercialisation knowledge.

The College office staff have been busy helping students who have received exam results and, as a consequence, may need to change their engineering choice. The College aims to find the right pathway for all and keep everyone at UC.

At the recent Open Day, the College invited all applicants for its WiECan residential week back in January this year to catch up and have lunch with staff. About 30 prospective female students attended with their whānau for a detailed question-and-answer session, followed by lunch.

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

This month's highlight was the official opening of Rehua with the Minister of Education, council members and honoured guests. The UC Christchurch Youth Orchestra's welcome included the waiata *Rehua* composed by Dr Patrick Shepherd from the School of Teacher Education. Te Rū Rangihau: Māori Research Lab hosted Indigenous scholars and elders from Saskatchewan University and 70 UC scholars at the recent Te Matariki Research Hui. Ngā Pae o te Māramatanga summer scholar Marie Gibson won first prize from the organisation for her essay and presentation on her internship project.

Over 800 Canterbury secondary school students, along with hundreds of family and whānau supporters, converged on the Christchurch Adventure Park for the UC Education Mud Run. The College has been the major sponsor since the creation of the event in 2011.

At a recent staff morning tea, the College celebrated Matariki. Kaiārahi Jeanine Tamati-Elliffe shared the history and traditions of this important cultural season.

College of Science / Te Rāngai Pūtaiao

As of writing, the final defects in the PC2 laboratories in the Ernest Rutherford building, which have been preventing compliance certification, are being rectified. This work will enable the intended research to start in those labs. Staff and postgraduate students have tolerated the delays with forbearance, and are very much looking forward to beginning work in the new labs within the next two weeks.

The College is pleased to have welcomed several new staff in the last month. Among them is speech scientist Dr Toby Macrae, who has arrived from Florida State University to take up a permanent academic role. Toby is re-joining the staff: he is an alumnus of UC, having completed his undergraduate and master's degrees in speech pathology in the Department of Communication Disorders. He then studied for his PhD at the University of Nevada, supervised by a former UC Erskine Fellow whom Toby connected with while they were both at the College. Toby joins his sister Dr Phoebe Macrae, also a speech scientist, on the staff in the new School of Psychology Speech and Hearing | Te Kura Mahi ā-Hirikapo.

13. Appendix 1: VC Activities

Past	
27 June 2019	<ul style="list-style-type: none"> Met with the Principal of Riccarton High School, Neil Haywood
1 July 2019	<ul style="list-style-type: none"> Delivered a keynote address at the 2019 Teaching Awards Hosted a Staff Forum
3 July 2019	<ul style="list-style-type: none"> Delivered an address at the Māori Research Hui Symposium
4 July 2019	<ul style="list-style-type: none"> Met with Principal of Papanui High School, Jeff Smith Met with Principal of St Margaret's College, Diana Patchett
8 July 2019	<ul style="list-style-type: none"> Spoke at UCs International Student Welcome Event
11 July 2019	<ul style="list-style-type: none"> Spoke at Open Day parents and whānau sessions
17 July 2019	<ul style="list-style-type: none"> Addressed Lincoln University Academic Board meeting
18 July 2019	<ul style="list-style-type: none"> Attended the Early and Emerging Research Career's Awards
19 July 2019	<ul style="list-style-type: none"> Visited the Kaikōura Field Station
22 July 2019	<ul style="list-style-type: none"> Met with the Vice-President for Institutional Equity from Duke University Spoke at the Canterbury Club as part of their 2019 Speaker Series
23 July 2019	<ul style="list-style-type: none"> Met with Professor Wendy Lerner (Provost at Victoria University), President of the Royal Society Met with Gillian Dudgeon, Deputy CE of the Tertiary Education Commission Met with Roy Sharp, former Vice-Chancellor of UC Met with Dr Prue Williams, General Manager Science System Investment and Performance of MBIE Attended the Sir Edmund Hillary Centenary Celebration at Banquet Hall in Parliament
24 July 2019	<ul style="list-style-type: none"> Spoke at the proposed Ōtautahi Christchurch Research Institute Stakeholder Workshop Spoke at the Rochester and Rutherford Hall for formal dinner
Future	
26 July 2019	<ul style="list-style-type: none"> Attending GOG Meeting
30 July 2019	<ul style="list-style-type: none"> Attending Erskine Programme Morning Tea
1 August 2019	<ul style="list-style-type: none"> Speaking at Empowering Women in their Careers event
2 August 2019	<ul style="list-style-type: none"> Meeting with Principal of Hornby High School Meeting with Ruth Dyson on campus Attending Haere-roa opening
6 August 2019	<ul style="list-style-type: none"> Attending 3MT (Three Minute Thesis) event
7 August 2019	<ul style="list-style-type: none"> Meeting with EU Ambassador on campus
8 August 2019	<ul style="list-style-type: none"> Attending Universities New Zealand joint VCs and Chancellors meeting
9 August 2019	<ul style="list-style-type: none"> Speaking at Annual Secondary Schools Principals Day
12 August 2019	<ul style="list-style-type: none"> Speaking at Christchurch Business Club Luncheon
14 August 2019	<ul style="list-style-type: none"> Meeting with Chinese Consulate
16 August 2019	<ul style="list-style-type: none"> Attending Canterbury West Coast Principals Association meeting
22 August 2019	<ul style="list-style-type: none"> Attending VC General Staff Development/ H&S and Wellbeing Awards Attending The Chalky Carr Scholarship Launch event
23 August 2019	<ul style="list-style-type: none"> Meeting with Principal of Wellington College in Wellington Meeting with Principal and Headmaster of Scots College in Wellington Meeting with Rector of St Patrick's College in Wellington
28 August 2019	<ul style="list-style-type: none"> Attending Women in Leadership Breakfast