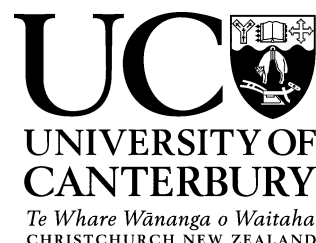


Dr Rod Carr
Vice-Chancellor
Tel: +64 3 364 2495
Email: vice-chancellor@canterbury.ac.nz



**VICE-CHANCELLOR'S REPORT TO
UNIVERSITY OF CANTERBURY COUNCIL NOVEMBER 2016**

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1. INTRODUCTION

In the first minutes of Monday 14 November 2016 an earthquake measured at 7.8 on the Richter scale occurred near Culverden in North Canterbury with significant impact including loss of life in Kaikoura. Our thoughts were with the Chancellor and his family who live in and around Kaikoura and whose cousin was fatally injured in the collapse of the family home, The Elms.

The only reported damage to the UC campus was a leaking pipe, less than 200 books fell from shelves and some elevators were tripped and needed to be reset. Power was not lost, the campus was not closed and was assessed as safe about at 7.00 am.

It is too early to assess impacts on student enrolments for 2017. International students may be deterred as a result of media coverage and the distribution of domestic students may respond to actual and assessed risk in Wellington, Christchurch and elsewhere. UC has been proactive in contacting prospective students and international agents to provide information on the event and subsequent impacts.

The impact on current staff is also difficult to assess as continuing aftershocks affect staff differently.

The all university collective insurance policy expires on 1 December and new cover was in the process of being confirmed. An update will be provided at the Council meeting.

Below is a compilation of SMT member's views on major successes together with my own highlights of 2016.

- **Research and Innovation:** UC was ranked as the only New Zealand University in the top 200 universities in the world for its research by ranking agents QS. UC also retained its QS world ranking relative to New Zealand Universities and increased its Times Higher ranking to rank with Otago and Victoria for the first time. UC success in this [year's MBIE funding](#) with five separate proposals funded to a total value of \$5m – the highest of all bidders in the Smart Ideas investment process. UC is on track to earn near record external research income for its ongoing research.
- **Academic:** Significant progress has been made in the development of the Graduate Profile, promotion of the graduate attributes and engagement with the co-curricular record in its first year on offer. UC students continue to excel with leading rates of progression to higher levels of study as assessed by the Tertiary Education Commission and winning of awards, including our sixth student in seven years to win a Rhodes Scholarship – Margot Simpson.
- **Campus Transformation:** Completion and opening of the Structural Engineering Lab, Electrical and Computer Engineering Lab, Chemical and Process Engineering Lab and Student Core; progress with CETF Tranche II, RSIC Stage One, UCSA, Rehua – nearly \$200 million of capital spending.
- **Business and systems success:** RSIC Stage Two business case completed and approved by Council and the Governance Oversight Group thereby doing everything possible to enable the release of \$15 million Crown Capital Contribution in 2016, significant increase in analysis of student EFTS, Shared Services completed taking on all financial transactions work for Service Units, detailed and complete Financial and Capital Review and update of ten year forecasts provided to Tertiary Education, Skills and Employment Minister Steven Joyce. Multi-million dollar upgrade of the financial system completed on time and within budget.
- **Human Resources:** The Culture Change programme has begun well, with the first areas in 2016 (all at various stages of roll-out) being Learning Resources, Education, Health and Human Development, Business and Law and Human Resources. Rollout for most of the remaining areas will be in stages throughout 2017 and into 2018.
- **Fundraising:** Nearly \$5m in fundraising YTD and on track for our target, a record of \$8.5m.

- **Award highlights:** *Canterbury Distinguished Professor:* Professor Roy Kerr, recognised for Kerr’s solution – on which all subsequent work on black holes has fundamentally depended, *Innovation Award:* Associate Professor Michael Tarren-Sweeney recognised for his development of the Assessment Checklist Series in the treatment of severely maltreated children, *Research Award:* Distinguished Professor David Schiel recognised for outstanding and internationally-recognised work on a wide range of topics in marine science.

Colleges:

- **College of Engineering:** Considerably increased undergraduate numbers in excess of 2010 levels to reach record enrolments, many successful research bids, research has had a positive impact in the community, such as the new Solar Calculator, leadership role in QuakeCORE. On track to become one of the top ten Colleges of Engineering in the Southern Hemisphere. Decision to establish the School of Product Design.
- **College of Arts:** The Māui Lab has recently had its one year anniversary as the brokerage point for connecting students to real projects and aspirations from within the Māori community through internships, consulting projects and research partnerships. Development of new professional taught Masters qualifications.
- **College of Education, Health and Human Development:** Professor Gail Gillon is co-directing (with Otago and Auckland) the government initiative, a new National Science Challenge – A Better Start: E Tipu e Rea – which was officially launched by Science and Innovation Minister Steven Joyce in early 2016. A Better Start is one of 11 National Science Challenges designed to find solutions to large complex issues facing New Zealanders. UC academics are involved in all 11 of the National Science Challenges.
- **College of Business and Law:** 21 Day student challenge - this year the 21 Day Challenge asked teams of students to help Niue to conserve, protect and sustainably manage its food supply with a view to becoming self-sufficient using a \$10,000 budget. Team EduKai worked with the Niuean community in Christchurch and an elder in Niue in preparation for the trip. Once there they worked with family cooks and collaborated with the community to build a taumafa community kitchen. Record enrolments in Professional Taught Masters Qualifications.
- **College of Science:** A team of researchers made a scientific breakthrough in biomolecular interactions, which will help discover the determinants of gene expression. A number of potential biotech applications are possible as a result of the research findings, particularly in the space of designing mRNAs for genes so that protein production can be improved. The UC team is working with colleagues at Callaghan Innovation and Powerhouse on the best way to do this. Launch of the Geospatial Research Institute. I would also like to note that the Pro-Vice-Chancellor of Science, Professor Wendy Lawson, was awarded the Geospatial Professional of the Year award for her contribution to the discipline.

2. STRATEGIC MATTERS

2.1 UC Futures

October 2016 saw the approval by the UC Council of the last major business case for change in the UC Futures Programme. This case is for the second and final stage of the Rutherford Science and Innovation Centre (RSIC) project. This business case is to demolish and rebuild the earthquake-damaged von Haast building in 2017 and 2018. The business case is being considered by the Minister for Tertiary Education, Skills and Employment, and the Minister of Finance. If they endorse the case, the Government will release a \$15m capital contribution towards the project. This milestone is to some extent a waypoint for the UC Futures programme, which will now focus on ensuring that UC gains the benefits from the significant investment in the various UC Futures projects.

2.2 Regional Science and Innovation Centre (RSIC)

The new Stage Two building in the RSIC project which will replace the von Haast building includes an area purpose-built for secondary school students, teachers and student teachers. It includes two laboratories – one for general science and one for technology – which have been detailed as multi-purpose facilities for other colleges, hosted by the College of Science. The science room is a basic laboratory for use by the College of Education, Health and Human Development for teaching secondary-level student teachers. It will also be used as a location for secondary or primary students visiting campus for the many and varied Science outreach courses and seminars run by the College of Science. Although many of these students and their teachers will experience science in other locations including the new Rutherford Centre (Stage One RSIC), this facility will be able to serve as a ‘home base’ for outreach.

The second laboratory will include medium weight equipment for making things and will be known as a ‘makerspace’. This facility will be used for teaching technology to student teachers while also being made available for use by entrepreneur students wanting to make prototypes. The facility will complement a ‘lightweight’ makerspace in the new Rehua building used by the UC Centre for Entrepreneurship and shared with the College of Education, Health and Human Development. ‘Heavy’ manufacturing technology will remain the domain of the College of Engineering, located in the new CETF laboratory facilities.

2.3 Canterbury Engineering the Future (CETF)

The College of Engineering and the CETF Project Team can confirm the practical completion of the Chemical and Process Engineering laboratory wing. There have been significant delays to this part of the project which included the demolition and complete replacement of the old earthquake-damaged laboratory block. This wing includes a large generic research lab, a briefing area to display specialities, induct visitors and foster informal break-out conversations, and a multi-purpose room for staff training, presentations and professional and social interactions. The core of the redevelopment, the student hub, is due for completion on 22 December.

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 Rehua (New Education) Building construction project remains on track. This will allow the move of the College of Education, Health and Human Development onto the Ilam campus.

A lack of maths, physics, chemistry and Te Reo Māori teachers continues to make the news in New Zealand. The College is aiming to make the most of being in the heart of campus to promote and highlight teaching as a graduate and postgraduate option for undergraduates studying on the Ilam campus when it has relocated. The move of the Henry Field library borrowing collection and integration into the Central Library will be the last stage of the move, and will occur over the 2017-18 summer break.

2.5 International Growth

UC has entered the busiest period for processing international full-fee student applications and the central team is working hard to keep up with an even higher volume than last year. There has been a slightly disproportionate increase in incomplete applications. Many international students, especially in India, will shortly be sitting their IELTS tests. This means we can expect to see more complete applications, and conditional offers move to full offers over the next few weeks. The impact of the November 14 seismic events has yet to be assessed. Unfortunately there is no upside to recent events and best efforts are being made to mitigate any adverse impacts.

2.5.1 Graduate Attributes

A draft reporting template on progress towards embedding the UC graduate attributes into graduate profiles and curricula was provided to the UC Council's Finance Planning and Resources Committee in October. This initial report indicated that, using a weighted average, UC is 67% of the way towards completing the formal programme reviews which are used to inform planning and curriculum development.

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.

Many staff have been engaged in setting examinations and are now involved in marking and assessment activities. Turnaround times are tight to process results for those students seeking to graduate in December. More than 3,000 students will complete their programmes of study this academic year and are once again a credit to themselves and the staff who teach and support them.

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.

Entrepreneurial Summit: This summit, held on 17 November hosted by the TEC, focussed on developing initiatives to encourage research, teaching and engagement which would increase the willingness and ability of tertiary students to undertake entrepreneurial activities. Increasingly this attribute in our Graduate Profile is being "mainstreamed" by funding agencies such as TEC and MBIE.

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.

Meeting dates have been arranged for the 2017 BiCC hui. These hui will provide a focus on the activities to be accomplished in order for delivery in 2018. These hui dates have been added to the 2017 calendar provided by the DVC Academic's Office, which list the dates for Academic Board, Academic Administration, Academic Progress, Learning and Teaching and Scholarships Advisory Committees.

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.

Once again UC can be proud of its students and their self-organising capability. More than fifty students turned out when the call went out from the Student Volunteer Army to prepare beds for up to 250 potential Kaikoura evacuees who, with the University's consent, CLV offered to host at UniHall in the week following the 14 November earthquake. The community engagement attribute in our graduate profile appears to be attracting a different kind of student, the kind that seeks out opportunities to contribute to communities challenged by their circumstances.

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.

International Partnerships

The processing of applications for 2017 from articulation partnerships in China and Malaysia has begun. There has been a promising number of applications through a new pathway developed with UniKL in Malaysia (almost 50), although final numbers will be dependent on final sign-off from UniKL in liaison with the Mara sponsorship body.

A successful biculturalism and cultural competence workshop was held for the 14 UC students going to Mahidol University in Thailand in January. This was coordinated by the Māori Development Team and the Office of the AVC Māori. It highlighted a valuable opportunity to design activities that link together the biculturalism and global awareness graduate attributes.

The latest Chronicle includes an article on UC's partnership with Mahidol University.

Study Abroad and UC Exchange

October and November are the key application periods for the Semester One intake and the team has focused on processing inbound Study Abroad and Exchange applications and course approvals, and assisting prospective students through the application process. UC also participated in Education New Zealand's "Dream New" Study Abroad scholarship promotion in Europe and the winner of a dual Education New Zealand and UC award has been selected. As part of the award, the recipient will blog throughout their semester abroad and act as an ambassador to promote UC through various social media channels.

October has also seen engagement in a number of mobility events and visits. The team hosted a visit from Dr Lorna Stern, the Vice President of Arcadia University and Executive Director of the College of Global Studies, which highlighted some of the experiential opportunities available to Study Abroad students at UC. Along with six other New Zealand tertiary institutions, UC also attended the IIE Generation Study Abroad Summit as part of our commitment to working with US partners to significantly increase the number of US students studying abroad over the next few years. A pre-departure information session was also held to give outbound UC students going on exchange in Semester One information on finalising the arrangements for their exchange programmes and managing the transition to their overseas experience.

Planning is progressing on the Oxford@UC exchange which will see more than 20 students from Oxford come to UC for three weeks in September 2017. UC is contributing financial support to host these students, in part in recognition of the extraordinary support Oxford Colleges offered UC students by hosting more than 30 UC students at Oxford for the Trinity Semester in 2011. This is an opportunity to thank Oxford but also to promote UC to the world through the eyes and experiences of these students.

Thirty UC students from the College of Business and Law (MGMT22) flew to China on 18 November for what will be for many of them the learning experience of a lifetime. They left having been through an intense but beneficial orientation week. My thanks to Russell Wordsworth and colleagues for facilitating this opportunity. Internationalisation and Global Awareness is so much more than drawing full-fee paying students to UC and opportunities such as this which create learning opportunities with academic frameworks for learning and leveraging our partnerships are important parts of delivering this attribute of the graduate profile.

3. CHALLENGE

Promote an inspirational and innovative learning and teaching environment, recruiting and retaining students, raising standards and enhancing student success.

3.1 International

3.1.1 Recruitment

INDIA:

The focus of the month has been:

Following up on students who were met with during recruitment sessions in late August. While Hobsons do provide enquiry management, it is clear that direct contact between recruiters/alumni with potential students is critical in building trust.

Where possible, ensuring that each and every student who needs help at the visa stage for the Executive Development Programme's October intake is flagged to Immigration New Zealand in Mumbai. With the new online system, visas for universities are progressing smoothly, and with priority.

VIETNAM:

The Internationalisation Administrator from the College of Business and Law has been representing UC at the Education New Zealand events and high school visits in Ho Chi Minh and Hanoi.

JAPAN:

The first Japanese student in the Certificate in Sport Coaching is being profiled and his testimonial in Japanese will be released over the next few weeks to networks in Japan.

FRANCE:

We included agent visits and recruitment activities at ESG and PSB Paris for study abroad and dual degree programmes for 2017.

CHINA:

We undertook roadshows throughout China, during this major recruitment season with agents.

3.1.2 Pre-assessment

The major issue is capacity with applications up almost 25% on this time last year. Pre-assessment has seconded 0.5 FTE to Admissions to help get through the backlog of applications.

3.1.3 General

Other key initiatives undertaken during the month included:

- Confirmation to agents of new English Language entry requirements to UC.
- Draft assessment report on Academic Entry requirements to UC.
- Business cases for International Relationships Office (IRO) capacity.
- Education New Zealand (ENZ) funding 2017 proposal developed.

3.2 Domestic Recruitment

3.2.1 Marketing

Social media activity continues to be high with UC among the top three New Zealand universities for engagement during October for Facebook, Instagram and Twitter. The online WCMS phase III project is under way with the new College of Arts content to be launched in mid-November. Engineering is the next college that will work with the project. A presentation has been received focusing on the development of new social media opportunities in 2017.

Total clicks to our website and views of our videos are up 60% year on year (86,000 interactions). Cost per click has fallen from \$0.43 to \$0.33. This growth in activity has been primarily driven by Facebook and video views.

Planning is under way for our 2017 campaigns. A fresh creative approach for our UC brand is being developed that will be presented by the end of November.

Work is under way with the College of Arts in regard to developing a specific 'brand story'. This has involved interviews with students, staff and alumni. The story is being developed and will be completed before the end of 2016. A concept, for a suite of videos, has been developed and will be implemented progressively during 2017.

The 2016 intentions survey of student enrolment projections has been completed and was presented to SMT in November. Its findings will inform our 2017 campaign.

The Crusaders review has been completed in regard to branding – the on-field sign was the key component in driving media exposure. Planning has begun for the 2017 UC Open Day.

Cover photography has been completed for 2017 publications. The Enrolment Guide has been printed and work is under way on the calendar. The Summer brochure has been printed and the PhD brochure is being completed.

3.2.2 Liaison

The Liaison team has been on the road this month hosting regional UC Bound events in Auckland, Hamilton, Wellington, Nelson and Southland, as well as Christchurch. These were new events aimed at getting prospective students to meet their future halls cohort, encourage them to accept their accommodation offers and ease their transition into university life and orientation. It was clear that the students who attended the events found them very useful with many exchanging their contacts before leaving the event.

Course planning visits have been completed in the regions with a few Christchurch schools remaining. The team has now moved into assisting students with their Application to Enrol and following up with students who had been offered a place in a hall but not accepted the offer before the due date.

The team saw a total of 164 appointments throughout October. Of those, 81 were school leavers, 56 were adult students and 23 were recent school leavers, including those on a gap year.

The Engagement Team has been planning for the 2017 UC partnership with the Student Volunteer Army and the Crusaders along with providing assistance with course planning for secondary school students. The new Parents and Whānau publication has been completed and is available for the Liaison Team to distribute. Support for the Ekea Year 10 Pathways for Māori event continues along with providing assistance to the College of Science with the He Puna Pūtaiao programme for Year 10 Māori students.

3.2.3 Admissions

Over the last month Admissions has been closely monitoring the increase in applications. Continued efforts are being made to facilitate the reallocation of resources between key processing teams to ensure that UC remains as flexible as possible to deal with changing demands and ensure that the flow of applications is not held up at any stage due to resource shortages.

A total of 664 admission ad eundem statum (AES) applications were recorded as received to 28 October. This does not include ~150 applications still waiting to be ‘entered’ into the SMS.

This compares with 664 and 518 AES applications received in October 2015 and 2014 respectively. So far in 2016 admission AES applications received (5,305) are 26% and 52% higher than at the same stage in 2015 (4,208) and 2014 (3,483) respectively. The proportion of applications received this month (22%) that do not have sufficient documentation or information to complete the assessment has reduced by 2%, suggesting that efforts to improve the quality and completeness is helping.

AES Admission decisions: Number and type made in October 2016:

	Total	Undergraduate	COP	Graduate	Postgraduate	PhD/EdD*
Full offer	250	100	95	6	37	12
Conditional offer	119	58	3	6	34	18
Declined	78	30	0	2	44	2
Total	447	188	98	14	115	32

**Includes 14 non-AES PhD/EdD applications.*

During October the Admissions Team initiated regular and ongoing review sessions with recruiters to identify and prioritise applications as they are submitted. This collaborative approach has provided the opportunity for both recruiters and admissions to clarify the priorities and expectations of international applications.

3.2.4 Enrolments

October saw a further increase in the volume of students and visitors to Student Services. A total of 2,680 students/visitors attended the Centre in October. Of those, 1,571 were assisted by the Information Helpdesk staff with another 374 directly assisted by the Enrolments Team.

A total of 83 PhD students have been fully enrolled during October 2016 (45 International), a 5% increase on the previous year. A further 43 students have enrolled so far for November 2016 (30 International). Enrolments have sent out 34 reminders to continuing PhD students to re-enrol for November.

Enrolments has processed 429 Applications for Programme Entry – College of Education Health and Human Development to 28 October. Of those, 105 have been issued an unconditional offer and a further 169 have been issued a conditional offer. This is an increase of about 25% from the applications for 2016. This figure is inflated from 2015 as 2015 did not include the BSpC applications.

	Headcount						EFTS					
	Applications to Enrol						Full Year Enrolled					
	ATE Enrolment Week: 7 (12/11/2016)						Actual	Actual	Actual	Actual	Forecast (as at October)	Budget
	2012	2013	2014	2015	2016	2017	2012	2013	2014	2015	2016	2016
Domestic 1st Year	1206	1468	1482	1869	2818	3069	2,875	2,886	2,922	2,974		
Returning	2733	2040	2134	2265	2267	2305	9,459	8,495	8,245	8,079		
Total	<u>3939</u>	<u>3508</u>	<u>3616</u>	<u>4134</u>	<u>5085</u>	<u>5374</u>	<u>12,334</u>	<u>11,381</u>	<u>11,167</u>	<u>11,053</u>	<u>11,363</u>	<u>11,234</u>
International 1st Year	1022	1187	1784	2109	2427	2815	291	304	336	445		
Returning	187	210	143	130	135	141	546	495	439	434		
Total	<u>1209</u>	<u>1397</u>	<u>1927</u>	<u>2239</u>	<u>2562</u>	<u>2956</u>	<u>837</u>	<u>799</u>	<u>775</u>	<u>878</u>	<u>1,135</u>	<u>1,034</u>
Total	5148	4905	5543	6373	7647	8330	13,171	12,180	11,943	11,931	12,497	12,268

2016/7 Budget and Forecast is not calculated down to year at UC.

Enrolment week data is based on data snapped at the end of each week and compared to the same week in prior years.

The Saturday date will differ slightly between years, ie Sat the 11th of November one year and then Sat 9 the next.

ATE data is based on student headcount and based on the student's citizenship status rather than fee type.

Enrolments data is based on EFTS and the student's fee type (Domestic or International).

3.2.5 Contact Centre

In the Contact Centre, a total of 5,015 calls were answered with an average service level of 88.5%. More than 1,500 emails were responded to with the Contact Centre directly answering 1,224 of those. During October the five seasonal (casual) staff have been undergoing training to support students phoning through or emailing the Contact Centre.

During October the Customer Relationship Management pilot went live for both the IRO and Liaison teams, with further scheduled roll-out of the new Geomant Contact Centre Software scheduled for December. The development of an international gent portal for applications went live on 31 October. Further work on phase two opportunities is now under way.

3.2.6 Scholarships

Key activities for October:

- Issuing of First Year Scholarship offers
- Preparation and sending of UC Dux Scholarship offers to secondary schools
- Initial processing of the UC Doctoral and Masters Scholarship applications from the October round in preparation for the selection meetings in early December

Expected highlights for November include:

- Completion of the selection process for the remaining First Year Scholarships, with remaining offers going out to students;
- Final processing of the UC Doctoral and Masters Scholarship applications in preparation for the selection meetings in early December.

3.3 Accommodation

An accommodation newsletter distributed on 21 October to school leavers achieved a 68.95% readership. A further newsletter focussed on international students was distributed in mid-November. A new Accommodation Guide for 2018 is in the planning stages.

Student interactions peaked the week that offers went out with 201 email exchanges and 105 phone calls.

The due date for responses to accommodation offers made on 10 October was 28 October. Offers not responded to have expired, opening up places for waitlisted students. A short survey to cancelled applications will be distributed for feedback. At this stage it looks as though all halls will be full.

Affiliated housing has been very busy with students finishing up but also with new applications for next year. There are a small number of family enquiries as well. A few properties will not have leases renewed for next year due to cost.

3.4 Student Success

<i>Student Success Engagements – October 2016</i>	
Accommodation	550 email enquiries 279 phone calls 39 face-to-face meetings Newsletter to 1,405 school leavers distributed 21 October <ul style="list-style-type: none"> • 62.39% readership • 876 unique opens as at 25 October
Careers, Internships & Employment	78 Express Appointments 61 Career Consultations 119 Vacancies added to CareerHub 19 Seminars/Presentations, 3 Employer information sessions, 75 students attending
Disability Resource Service	549 registered students (10% increase on previous month)
Transitions & Engagement Team	85 students in CUP Semester Two intake: <ul style="list-style-type: none"> • 70% completion rate • 86% pass rate Putting more resources into understanding and responding to students' needs has delivered a return on investment of an improvement in student performance from between 50-60% from 2012-2015, to completion rates of 70-80% in 2016/7. Enrolments in CUP have improved by 10% in 2016/7. In 2017, 50 more students entered degree programmes (150 students) after doing CUP in 2016, than the average (about 100 students) entering degrees over the last three years
UC Sport	28 students recognised at the UC Blues Awards

3.4.1 Student Success Supporting Bicultural Competence & Confidence

Student Success has embedded bicultural content into the Wellbeing Framework through use of a holistic Māori model of health, Te Whare Tapa Whā, and the inclusion of bilingual content. The Wellbeing Framework acknowledges the pivotal role of our Bicultural Framework in contributing to student and staff wellbeing.

Our service units continue to embed biculturalism as a core aspect of their business as usual:

- Accommodation Services added Māori and Pasifika affiliation options to the online application form, in order for early identification and support of these cohorts by Māori Development Team (161 students identified) and Pacific Development Team (82 students identified). The halls introduced Kapa Haka to the Cultural Shield events for the first time this year which was well represented by halls and supported by the Māori Development Team.
- Careers, Internships & Employment activities to date include: Careers Staff scheduled to attend the *Biculturalism from Theory to Practice* workshop in November, and meeting with the Māori Outreach Coordinator to explore and plan opportunities for collaboration; and commitment for all staff to have completed *Tangata Tū, Tangata Ora* by early 2017.
- The Disability Resource Service uses bilingual content in emails (greetings and email signatures), and is committed to all staff completing *Tangata Tū, Tangata Ora* in early 2017. It frequently collaborates with advisors from the Māori Development Team, the Pacific Development Team and Colleges to provide culturally responsive support.
- With the newly created University and Tertiary Sport New Zealand (UTSNZ) events this year, UC Sport is in the design phase of new uniforms for teams representing UC at these events. In partnership with Māori Development team, BLK Apparel and Ariki Creative, UC Sport is bringing a special bicultural narrative and design aspect to the uniforms which will recognise not only our new mascot (a native New Zealand falcon, kārearea) but also recognition of the land and areas where UC is located.
- Student Transitions and Engagement has been proactive in embedding bicultural competence into programmes and activities. For the past two years the CUP programme has had a distinctive Māori and Pasifika cohort. In Semester One this year, this cohort outperformed the CUP students; achieving a 93% CUP completion rate, compared to the overall completion rate of 73%. Building on this success, the entire teaching programme has undergone professional development in embedding bicultural competence into the curriculum. We have engaged a local artist to assist in developing a more bicultural feel to the physical environment.
- The student experience team has also embraced biculturalism by embedding Māori values and cultural expectations of how we look after guests, in the International Student Experience Framework. Following the stages of the student lifecycle, the framework engages an appropriate Māori ethic to guide how we should think about and treat people at each stage. An example is that once students have settled in and are ready to start learning, instead of just teaching, we engage the “ethos” of Ako (reciprocal learning), which implies that we (staff and students) should create opportunities to learn from and about our international students – thereby validating them (Cuseo’s first principle of success) and building all students’ global awareness (UC graduate attribute).

3.5 New TEC EPIs –

The Tertiary Education Commission recently published the 2015 Educational Performance Indicators (EPIs). There were changes to methodology of two of the four indicators, qualification completion rates and retention rates. In both cases we have seen the University of Canterbury slip rankings to fifth out of the eight New Zealand universities. In respect of qualification completions there is a clear adverse effect from the earthquakes, while our reported 76% first year retention rate may not be statistically significantly different from third-ranked AUT or fourth-ranked Victoria University and may be adversely impacted by the categorisation of intermediate courses. Otago and Auckland now rank first or second in each of four indicators.

3.6 Pacific Development Team

The UCxcel holiday programme ended at the beginning of October. Over the two weeks, 157 student registered from 19 schools across Christchurch, with an average attendance of 88 students each day. One of the interesting results from the evaluations shows that 91% of students that participated felt closer to UC. This is important because our objective continues to be that the University of Canterbury becomes a more normal choice for Pasifika students. Years 9 and 10 may be an area to expand into in the future.

The team is currently preparing for their biggest Pasifika graduation celebration yet with 20 graduates from April and 45 possible graduates in December. We also celebrate the top 12 high school achievers from our UCxcel holiday programmes held here on campus.

Pasifika Strategy – We hope to meet with PVCs in the next 3-5 months to look at how this strategy has progressed and what we can do to keep this on College agendas. We also have the opportunity to work alongside a collaborative Ako Aotearoa National funded project that UC is leading. This project follows on from a Southern Hub-funded research report completed last year. Among the recommendations arising from the report included the development of a Pasifika resource kit. The current Ako Aotearoa project looks at implementing a Pasifika resource across the three collaborative institutions. This will assist in proposing further tools and resources that UC, Ara Institute and Lincoln University can utilise to improve retention and completion rates for Pasifika students. In UC's case this toolkit aligns well with UC's Pasifika Strategy objectives.

3.7 Postgraduate Student Consultation

The DVC Research and Innovation, Professor Ian Wright, and Executive Director of Student Services and Communications, Lynn McClelland, are undertaking a consultation process with postgraduate students in response to concerns about the introduction of printing charges, which has also highlighted some other issues.

3.8 UC / UCSA Engagement

UC has been working with UCSA to review the current policies, procedures and practices governing our 140 clubs and societies. A number of recommended improvements and changes are being implemented in light of the new health and safety legislation and other events.

UC and the UCSA have sought legal advice on the health and safety obligations, and have also considered UC's moral obligations and brand and reputational risk. UC and UCSA are often joint persons conducting a business or undertaking (PCBU) for health and safety purposes. We will therefore take a joint and consistent approach to communications both to clubs and the student community as a whole. There are three main strategies being implemented as a result:

1. Educate and re-set expectations with student leaders of clubs and societies and the student community starting with training and Orientation in February 2017, including a revised Clubs Handbook.
2. Establish and implement a triage process and targeted interventions for high risk activities and clubs, especially in relation to events, improving upon current practices.
3. Ensure that there are consequences if things go off-track and that students are made aware of these at the beginning of the year.

We will continue to review policy and practice in this area on a regular basis.

4. CONCENTRATE

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

4.1 DVC Research and Innovation

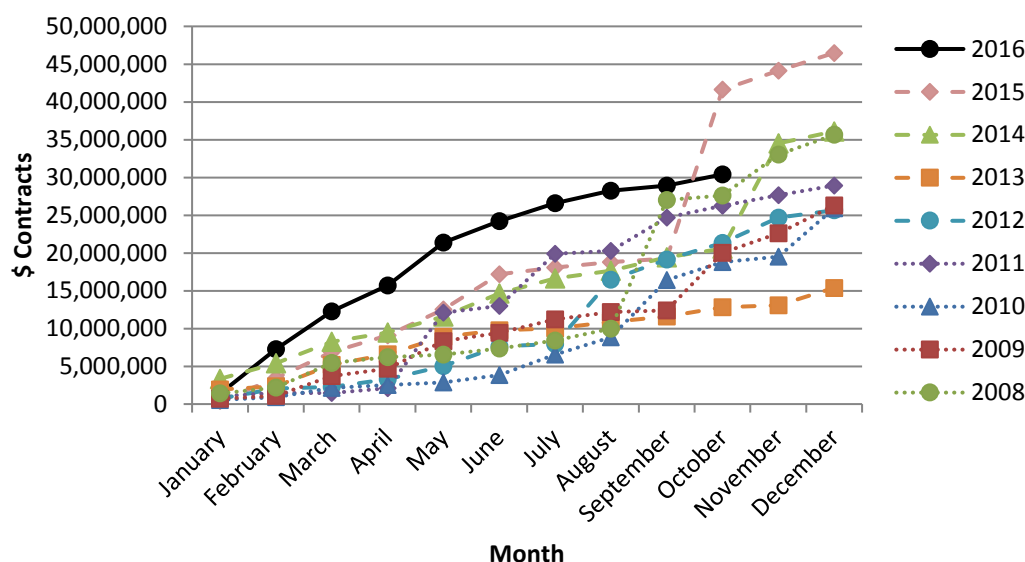
4.1.1 Research Funding

UC researchers have been awarded eight Marsden grants in the 2016 award round (including Fast Start awards), with a total award value of \$5.24m, of the \$65.1m available funding, bidding against seven other universities, seven CRI's, and seven other independent research organisations.

The UC recipients are:

- Associate Professor Michael Albrow, Physics and Astronomy, "Counting the number and distribution of planets in the Galaxy"
- Associate Professor Daniel Stouffer, Biological Sciences, "Quantifying the importance on non-additive competition in diverse natural plat communities"
- Professor Randolph Grace, Psychology, "An artificial algebra for implicit learning of mathematical structure"
- Dr Saurabh Bose, Physics and Astronomy, "Brain inspired on-chip computation using self-assembled nanoparticles"
- Dr Geoff Rodgers, Mechanical Engineering, "Unique acoustic signature to diagnose impending DOOM (Dysfunction of Osteo-Mechanics)"
- Professor Rick Millane, Electrical and Computer Engineering, "New methods of imaging biological macromolecules using x-ray-free electron lasers"
- Dr Lynn Clark, Linguistics, "What is the Southland accent?"
- Professor Antony Fairbanks, Chemistry, "A new paradigm for organelle targeting"

R&I is managing 356 research contracts worth a total of \$119.3m. In the year to date, 178 contracts worth a total value of \$30.5m have been executed, and 30 contracts worth at least \$9.8m are pending (i.e., in the process of being executed). UC holds 33 National Science Challenge contracts worth \$13.0m (with nine contracts worth \$3.8m pending), and 29 CoRE contracts worth \$26.4m.



4.1.2 Research Development

UC continues to engage in developing opportunities for funding opportunities announced by TEC earlier in the year. The Centres for Asia – Pacific Excellence (CAPEs) is a \$34.5m opportunity, with TEC signalling that three centres will be selected through a competitive process. Requests for applications will occur in the near future, with a proposal submission deadline in February. UC is in active discussion with various parties in developing a bid. Similarly, UC is progressing its thinking around the “Entrepreneurial Universities” initiative, and engaging with external business entities to develop proposals that meets an important criteria of having 50:50 matched funding.

Health research is increasingly an important aspect of UC’s research portfolio, especially given the Health Research Council of New Zealand (HRC) has had an uplift this year of \$97m in funding over four years. The HRC high-level research strategy is built around five research pillars; Basic Biomedical, Population and Public Health, Applied Clinical Research, Health Services and Policy Research, and Medical Technologies. UC has important research capacity across many of these research pillars, and is becoming increasingly successful in securing HRC funding. Currently, UC has four HRC applications under consideration, including three Emerging Researchers First Grant applications.

Professor Julia Rucklidge is the recipient of \$100,000 funding from the Canterbury Medical Research Foundation in 2017 for her ongoing work on the relationship between nutrition and various psychotic disorders.

4.1.3 Research Infrastructure

MBIE has signalled the possible removal of its current contribution to annual funding of REANNZ – a Crown entity that supports and runs the high band-width digital infrastructure used by all New Zealand universities and CRI’s and is the major “pipe” for exchanging very large datasets nationally and internationally. Universities New Zealand has established a working group to review various options in response to the possible funding withdrawal. Similarly, UC is consulting within the university on what impact and options would be available if the MBIE component of REANNZ was terminated.

The Universities Research Offices of New Zealand (URONZ) annual conference will be held in Auckland on 28-29 November. Several funding agencies will be represented at the conference. The programme

includes a Directors panel discussion, which will focus on changes in the research management landscape, emerging issues, and potential ways to mitigate these issues. Danette Olsen, Manager of Strategic Investments (responsible for National Science Collaborations), MBIE, will respond.

4.1.4 Research Reputation

Two UC academics have been recognised on the Health Research Council of New Zealand's 25th Anniversary with HRC Awards to Professor Geoff Chase and Dr Jacki Henderson as Established and Emerging Researchers, respectively. Professor Chase has been recognised for his outstanding contribution to medical technology, particularly in the areas of diabetes, cardiovascular and lung dysfunction and care. Dr Henderson has been recognised for her work in a longitudinal study looking at the neurodevelopmental outcomes of children born to opiate-dependent women who received synthetic opiate methadone treatment during pregnancy. HRC chief executive Professor Katherine McPherson presented the awards at a recent event hosted by UC and the HRC.

An annual assessment of the research impact within the 68 topmost global academic journals (across the physical, engineering, biological, and medical sciences) - the *Nature Index* - <https://www.natureindex.com> places UC as the fourth-ranked New Zealand institution producing the most influential research in these subjects in 2015 behind Otago, Auckland, and Victoria.

Adrian McDonald has been appointed Processes and Observations Science Leader in the Deep South National Science Challenge.

4.1.5 Postgraduate Research

Postgraduate student numbers continue to grow with a total of 1,109 PhD students enrolled across the university (at the end of October). The distribution of these PhD students across the Colleges is as follows: College of Arts (183), Business and Law (99), Education, Health, and Human Development (167), Engineering (371), and Science (362), and a further eight students hosted in various UC Research Centres. To the end of September, 120 PhD students have fully completed their PhD's in 2016, with the Post-Graduate Office anticipating that as the academic year is finalised, and with graduations in December, the total number of completed PhD's will surpass the 164 PhD completions in 2015.

Professor Jon Harding (Dean of Postgraduate Research) and Professor Bryce Williamson (Associate Dean of Postgraduate Research) have returned from a successful visit to a series of China Scholarships Council International Graduate Scholarship fairs across four Chinese cities. Some 85 students were interviewed for possible entrance into the UC PhD programme which is a ~10% increase over last year's interest at the same events. Prof Gail Gillon similarly was part of the recent New Zealand Prime Ministerial educational trade delegation to India.

A total of 98 senior UC undergraduate students have accepted offers of Summer Scholarships as a "bridging experience" to be directly involved in a defined 10-week long research projects as an entre to possible future post-graduate studies at UC. Thirty of the projects have been fully funded by external stakeholders and businesses.

4.1.6 Innovation

UC, Powerhouse (the regional start-up and venture capital entity), and three UC inventors have partnered to establish a new start-up company to develop commercial opportunities in the field of “high voltage fluidics”.

The recently published TIN100 Report (a report that provides an annual analysis of New Zealand’s largest globally-focused companies in the hi-tech manufacturing, biotechnology and ICT sectors.) for the first time included a list of 100 promising New Zealand Early Stage Companies. Three companies with links to UC were listed in the top 10 – Crop Logic, Invert Robotics and MARS Bio-Imaging. These companies were selected based on an assessment of the innovation of their technology and the potential market opportunity.

4.2 DVC Academic

4.2.1 Academic Development

In the area of academic development, approval has been given for two pilot schemes to begin recruiting volunteers at the end of this year. The first is a scheme providing peer support in teaching involving pairs of volunteers working together on teaching issues. The second is a number of staff being supported towards attaining the UK Higher Education Academy (HEA) fellowship scheme.

The theme for 2017 teaching development grants has been approved. Again, priority will be given to applications which support the graduate attributes, but with a particular focus on developing the competencies and capabilities of staff in teaching, learning and assessment.

4.2.2 CUAP

Peer review is almost complete for the second round of CUAP. In excess of 100 round two CUAP proposals have been received from the other New Zealand universities. Thanks are extended to the staff who peer review these proposals. Work continues on the peer review of the UC proposals. Most proposals have been commented on with some receiving comments from up to three Universities. Thanks are also extended to the proposers who have been considering the comments and responding. Some feedback has been most useful and has led to minor changes in a number of proposals. The Graduating Year Reviews (GYR) have been submitted to CUAP. Universities are paired (UC is with Waikato in 2016) and scrutinise the GYRs from two Universities. The GYRs and scrutineers reports are considered at the November CUAP meeting.

4.2.3 Summer Courses

To date 645 student enrolments have been received for summer courses, slightly up on 2015 figures. This year we are offering 90 courses during summer period.

4.2.4 Course surveys

Following exam results, staff will have access to their individual course and teaching surveys. It would be beneficial for more staff to provide feedback on these course surveys to subsequent student cohorts. Some departments have already adopted this process.

4.2.5 Student Incidents

A number of student incidents and emergencies have been a priority over the last month. My appreciation is extended to all who have been involved and have provided excellent support to students and staff during extremely high stress situations.

4.2.6 U Count Survey

Draft findings from the annual survey, focused on both student experience and academic matters in 2016, was recently presented to SMT. The findings primarily focused on questions around student experience. In quarter one of 2017 a second report from this survey will be socialised with the academic community which will focus on academic matters. While it is not in its final format, this report highlights a number of issues to be investigated over the summer period and some interesting challenges around how to build and sustain student engagement and a sense of belonging, which research shows are positively correlated with student academic success.

4.2.7 Rate My Qualification

The TEC advised Universities New Zealand (UNZ) that it will launch the Rate My Qualification survey prior to Christmas. UNZ has previously expressed considerable concern about the statistical significance and robustness of the data likely to be used to present what purports to be recent graduate opinions of the qualifications they have attained and the institutions they have attended.

4.3 AVC Māori

4.3.1 Tangata Tū, Tangata Ora staff professional development programme:

We will hold a planning day in November to evaluate and further develop this staff professional development programme, noting the increase in requests for tailored programmes and how best to meet the needs of the university. We will also finalise the 2017 dates. As colleagues have requested further professional development, a programme is being developed called “Biculturalism from theory to practice”. 2017 delivery of this programme will be planned at our November hui.

Te reo in the Workplace professional development programme:

This staff professional development programme will continue in 2017. As demand for this programme increases, some additional resource will be applied from 2017 onwards.

4.3.2 Kaiārahi Colleges

The Kaiārahi and Director of Māori Teaching and Learning are working with academic colleagues on the detailed results of the mapping process. This collaborative mahi (work) is resulting in the identification of existing kaupapa and learning outcomes, as well as possibilities for development. These kanohi ki te kanohi (person to person) hui are very positive and the work being done now is vital preparation for 2017. Kaiārahi have also participated in interview panels for significant roles in departments and service units.

4.3.3 Kaiārahi Service Units

The Kaiārahi has been working with Student Success teams, Student Transition teams, UC Careers and the International Relations Office. A bicultural competence and confidence development workshop was provided for a cohort of UC students who will attend an exchange/internship in Thailand in January 2017. The Kaiārahi continues to work with Learning Resources colleagues, particularly the Library and Capital

Works teams. A lot of progress has been made on Ngā Awa E Rua Māori and Bicultural Library Strategy so it is now closer to completion.

4.3.4 Māori Development Team

Māori Development Team colleagues noted an increase in levels of stress and anxiety due to exams. Many students have handled these moderate levels of stress well.

4.3.5 Māori Recruitment and Outreach

We have secured funding from the UC Foundation to continue to employ the Māori Outreach Advisor and extend some of the initiatives in 2017/2018. The Māori Outreach Advisor is now an adjunct team member within the Liaison team in SSAC. She will attend their team hui and will undertake Liaison Officer training.

4.3.6 Māori Research

The 2016 Māori Research Colloquium was held on 4 November, hosted by the College of Education, Health and Human Development, Aotahi School of Māori and Indigenous Studies and the Office of the Assistant Vice-Chancellor Māori. The Colloquium keynote address was presented by Professor Emeritus Russell Bishop, one of Aotearoa New Zealand's pre-eminent scholars of recent times.

In late October, Education and Māori Studies leaders from across UC shared experiences and resources with a delegation from Sydney and Macquarie Universities' Centres for Aboriginal Studies. Three visiting academics were hosted by the College of Education, Health and Human Development's Māori Research Laboratory, Te Rū Rangahau. Cathie Burgess, a Senior Lecturer in Education and Aboriginal Studies Curriculum at the University of Sydney commented that the cultural exchange has enriched their ideas with regards to Aboriginal perspectives across the curriculum, and appropriate pedagogical approaches for teachers working more responsively with Aboriginal students. Professor of Māori Research Angus Macfarlane noted that the visit by Australian colleagues was a cultural interchange that allowed us to reflect on past experiences and to make positive projections for higher education provision in contemporary times.

4.4 Independent Chair ICT Grad School

Under the agreement with the TEC establishing the ICT Graduate School, which has now been signed by all parties, it is necessary to appoint an independent Chair to the Advisory Board. I am pleased to confirm that David Band has agreed to take on this responsibility. David has experience in both academia and the business community.

5. CONNECT

<i>Engagement Data</i>	
Intercom	Open rate 40 % (International benchmark = 21.8%)
Insider's Guide (student newsletter)	Open rate 48.8%
Twitter	4,434 followers (cf 3,052 in Nov 2015) UC ranked first for Engagement/Fan ratio.
Stakeholder Newsletter	Open rate of 42.1% and a click rate of 9.2%, compared with September's 40.2% open rate and 9.1% click rate (Benchmark is 16.6% and 2.2% respectively).

5.1 Project Communications

Ngāi Tahu is currently reviewing the Cultural Narrative section of the Campus Master Plan website.

Meetings have been held with UCSA and the Pasifika Development Team about flags for University Drive on the themes of wellness and Pasifika culture.

Communications and signage about significant summer works to be undertaken along the CETF/RSIC interface and in the Biology carpark are well in hand.

Implementation of the final phase of the Think first campaign, which focuses on reporting hazards, was completed. Viewer statistics for the Think first video and information published on the student blog are much higher than the viewer statistics for the Think first campaign rolled out this time last year.

Communications were distributed to staff and students regarding noisy demolition work on the UCSA site in October and November (except during the exam period). There have been no complaints to date.

The Rehua fact sheet was updated in October and is going through the approval process. A review of Rehua information on the UC website started in October.

5.1.1 Media

October media coverage of UC-related topics was again positive. Over the 31 days, more than 20 news stories were released or pitched and more than 55 media queries responded to. Among the successful UC stories this month were UC's involvement in New Zealand's first autonomous e-vehicle trial, and PhD research showing New Zealand school rugby coaching lacks character and values compared to elsewhere.

Other media coverage of UC-related topics or experts included a UC Centre for Entrepreneurship (UCE) student company, Ant Eater, working with high-end food producers to make dishes from insects to be served in restaurants throughout the country, UC's aspiring astronaut Dr Sarah Kessans' return from NASA, and UC researcher Tammy Steeves, who has been funded \$1m to research a new approach to maximise genetic diversity in endangered species.

An analysis of coverage produced between 1 and 31 October 2016 (Broadcast, Internet, Print) found 779 items. This coverage reached a cumulative audience of 13,941,961 and had an advertising space rate of \$2,846,306.

5.1.2 External Engagement

The final two UC Connect public lectures for 2016, held during the final two weeks of term, were well attended. These were a panel of academic law experts from UC and Victoria speaking about rewriting legal judgments from a feminist perspective, and Physics and Astronomy Associate Professor Jenni Adams on hunting the elusive neutrino in Antarctica with IceCube; a neutrino detector made from a cubic kilometre of Antarctic ice. A selection of videos of the 2016 UC Connect public lectures is now on the UC Connect YouTube channel.

5.2 Alumni and UC Foundation

Fundraising

Philanthropic Income:	October	\$1,003,929	October YTD:	\$6,116,831
Distributions:	October	\$ 257,277	October YTD:	\$ 2,345,804
No. of Donors to UCF 2001 – to date		7,082	2016 Donors	961
No. of Gifts to UCF 2001 – to date		22,444	2016 Gifts	2,120

We have received \$500k from a UK donor in support of Engineering Scholarships for pupils from Southland Boys’ and Girls’ High Schools.

US

The Strategic Fundraising Plan for 2017 accepted by the UC Foundation board, along with focus on how US-based Trustees and Study Abroad alumni in the US can be galvanised to support Study Abroad.

Stewardship

- Meadow Mushrooms Scholars afternoon tea.
- Scholars morning tea with Trustees.
- Meeting with Engineering to discuss naming opportunities in new building and potential alumni/donors for inclusion.
- Draft paper for Stewardship Giving Circles – with AVC Maori for initial comment.
- UCF Trustees have been making thank you calls to donors.
- Annual Fund Follow-up flyer being prepared for mailing in November to all those that gave in 2016.

Alumni

- Joint event with Executive Development Programmes – NZ Firms in Global Value Chain – presenting research from NZPECC.
- Review of Facebook page with statistics provided by Marketing.

Staff

- Bob Lineham, Wynnism Armour and Erin Jackson have been voted onto the UCF Board of Trustees.

6. ENABLERS

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

6.1 Staff Matters

In my report last month I highlighted not only the focus on student recruitment and retention that is critical to the University to recover but also the four major transformation programmes under way.

These transformation programmes relate to:

- Transformation of the built environment, IT infrastructure and teaching pedagogy.
- Transformation of the Graduate Profile.
- Transformation of the student experience especially in respect of the administration affecting students.
- Transformation of our organisational culture and development to support a more collaborative working environment.

To be successful, these transformations currently need significant input from those in formal and informal leadership positions, and will continue to do so. This broader leadership group includes Deans, Heads, Professors, other staff in College academic leadership roles, Service Unit Managers and Team Leaders, and SMT members. During 2017, I will be inviting these leaders to take part with me in a series of workshops about the four transformations, so that we can seek to ensure our efforts are aligned, and so that we can all benefit from each other's ideas and expertise.

The Central Promotions Committee recommended 10 promotions to full professor and 13 promotions to Associate Professor in the current round. About 70% of applications were recommended for approval and all recommendations were approved by the Vice-Chancellor. Eight of the ten new professors are women and six of the new associate professors are women. Congratulations to successful applicants.

6.2 Health and Safety

As the 2016 academic year comes to an end, I would like to thank everyone for their individual and collective contributions to continuously improve the University as a healthy and safe place to work and study. The progress we have all made so far will provide a good foundation for 2017 and I look forward to our further collective efforts. Next year will be a busy period of further change, including a significant number of physical moves and more building projects, and our efforts to keep ourselves and others safe and well will be a vital part of what we do in 2017.

6.3 Parking

The University of Canterbury (UC) Council recently announced it would increase on-campus parking charges each year for the next three years. The increased charges reflected the University's need to meet costs for car parking provision and maintenance without impinging on tuition revenue used to provide the University's core business of teaching and research. The District Plan determines all car parking requirements on the UC campus. UC has 3,742 on campus car parks for staff, students and visitors, including 610 temporary parks for contractors and 63 mobility parks. An additional 1,057 parks will be needed by 2023. A UC parking permit is only a 'licence to hunt' for a park, and it was not proposed to change that, but parking would be enforced year round for the first time from 1 January 2017.

6.4 Tribal Benchmarking

The annual survey of the eight New Zealand universities by Tribal to provide benchmarking around a number of variables, but particularly focussed on the efficient use of resources, has been received. Further analysis is being undertaken but early indications are that the University is using staffing resources relatively efficiently and space resources relatively inefficiently.

6.5 Workload models

Dialogue with PVCs is continuing and an update will be available in the New Year.

6.6 Space Utilisation Report

The 2016 space utilisation report again reveals significant opportunities to improve our space utilisation to meet industry benchmarks, however an emerging issue is that if student numbers recover as forecast and we continue to teach our programmes as we do we may be facing a shortage of large lecture theatres by 2020.

6.7 Infrastructure

The review of the Space Allocation Policy has been completed and a copy of the finalised policy was made available in Academic Board papers.

6.7.1 Health and Wellbeing/ South Bank Infrastructure

As part of the infrastructure required to support the development of the new UCSA building it has been determined that heat exchange technology represents not only a more environmentally friendly source of space heating and cooling but also a more cost effective option for developments in what is known as the Health and Wellbeing Precinct on the South Bank of the Avon River. A business case is being developed to assess the scale and scope and likely cost of preparing the infrastructure which would include deep water bores and pipework. Alternatives to expanding the use of the coal fired high temperature water systems will need to be implemented over the next twenty years and this would represent one of the initial projects in that programme of work.

6.7.2 Summer Works

During the upcoming summer period a number of capital works programmes will be progressed including:

- The Uni Cycleway
- RSIC Stage One
- Von Haast preparations for decanting in mid-2017
- Rehua
- Mech Engineering lab wing
- Civil Engineering lab wing
- Library Resources re distribution
- Logie Ground Floor
- Kirkwood Hall conversion and fitout.

7. Financial Outcomes: (Management Accounts to 31 October 2016)

October 2016	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	279,753	269,330	10,423	323,214	337,221	14,007
Total Operating Expenditure	283,770	282,054	(1,716)	336,871	347,882	(11,011)
Net Surplus/(Deficit)	(4,017)	(12,724)	8,707	(13,657)	(10,661)	2,996
Net Surplus/(Deficit) as a % of Total Operating Income	-1.4%	(4.7%)		(4.2%)	(3.2%)	
Capital Expenditure	148,552	241,918	93,366	274,635	186,635	88,000
Cash/ Short Term Investments/ Short Term Government Stock	225,368	26,145	199,223	42,081	253,308	211,227
Working Capital	155,212	(7,812)	163,024	8,296	224,523	216,227

* 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 October 2016. This overall favourable position is due mainly to favourable variances in interest income, sundry income, tuition fees, research external income, and PBRF income. Actual Total Operating Expenditure is unfavourable to budget. The unfavourable variance relates to operating expenses (mainly due to the required treatment of the UCSA building insurance settlement and loss on asset disposals) and total personnel expenses, partially offset by favourable variances in depreciation.

We had been budgeting for an operating **deficit** as at the end of October 2016 of (\$12.724)m, but have returned an operating **deficit** of (\$4.017)m. The favourable variance to budget of \$8.707m is a reduction of \$5.210m from the favourable variance reported at 30 September 2016.

Capital expenditure is currently \$93.366m below budget. \$132.227m of the expenditure incurred to date is UC Futures related (CETF, RSIC, and NEB) against a year to date budget of \$185.044m. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by \$40.549m.

7.1 Cash Flow

The October 2016 cash position of \$225.368m is higher than budget by \$199.223m due largely to higher than expected balances at 31 December 2015 and failure to meet budgeted capital expenditure expectations. We are holding adequate short term cash reserves to meet expected capital costs for the CETF and RSIC 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. As at the end of October 2016, the University is tracking to meet its targets. The University's achievement for 2015 was within the ranges set.

7.2 Working Capital

Working capital¹ of \$155.212m at 31 October 2016 is \$163.024m more than budget, mostly due to the additional cash balances as a result of the lower capital expenditure (see above).

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

7.3 Draft 2017 Budget Summary

Following a Council workshop that reviewed the 2017 budget assumptions, the Senior Management Team (SMT) recommended the final budget for consideration by FPRC and UC Council in November. The 2017 budget deficit recommend for approval is \$9.1m and the capital spend budget for 2017 sits at \$206m. Both of these projections are consistent with the Crown Funding Agreement and updated ten year financial forecasts provided in May 2016. The budget provides for an increase in personnel expenses of 2% being a 1% allowance for salary and wage increases and 1% for promotion and progression.

8. COLLEGE SUMMARIES –

8.1 College of Arts (Te Rāngai Toi Tangata)

We welcome the appointment of Justin DeHart as senior lecturer in performance in the School of Music, joining a growing music performance presence at UC following Prof Mark Menzies' appointment as Head of Performance in June. A member of the internationally-renowned Los Angeles Percussion Quartet, Justin is a Grammy award nominee and performs in the gamut of contemporary musical styles from classical to pop – playing with pop legend Cheap Trick, for example – and world music (especially North Indian table playing) to electronica. Justin will be arriving from the US in February.

Dr Victoria Escaip and Dr Masayoshi Ogino each presented a paper at Learning and Teaching Languages Symposium: From Ideas to Action on 19 October. Victoria's presentation was entitled Dance in the L2 classroom, and discussed the benefits of dance as an effective pedagogical tool. Masayoshi talked on Raising the Visibility of Language Programmes: Collaborative project with enhancement by social media.

The many seminars, publications, performances and other events delivered from the College of Arts are advertised in our weekly newsletter *Arts Update*. The most recent issues can be found at: <http://www.arts.canterbury.ac.nz/update/>, with a further link to subscribe. Examples from the 27 October issue include Professor Anne-Marie Brady prefiguring her new book on *China as a Polar Great Power*, the creation of a short film by one of our thesis students on shark cage diving in New Zealand (available at: <https://www.youtube.com/watch?v=r35R3q4mI3s>), and news of current or recent postgraduate travel opportunities to, amongst other places, Taiwan, Brussels, France and Fiji.

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

Supporting the UC Graduate Profile:

The School of Business and Economics is about to sign a sponsorship agreement with the Christchurch branch of the Institute of Directors which will provide UC students with new opportunities to participate in the Institute's activities and to learn directly from practitioners about governance (as opposed to management) skills and roles. In accordance with its commitment to increasing experiential learning opportunities for students, the School is also hoping to install a 'live' UC trading room next year on the ground of the Business and Law building, which will be used for 'hands on' teaching and research purposes.

Meanwhile, the UC Centre for Entrepreneurship (UCE) is exploring the feasibility of introducing an 'elite' incubator/accelerator programme for 'established' start-ups that have a UC alumni connection. This programme will complement the UC summer start-up incubator programme run by the UCE, which supports new student ventures.

Executive Development Programme (EDP) Recruitment

EDP welcomed 55 new students to UC for the October intake (seven domestic, 48 full-fee). This was a 29% increase on the 2015 October intake and in line with budget. Both the MBIS and MPA intakes were higher than forecast which countered the lower than expected intake of MBM students. The drop in MBM applications is attributable to a number of factors including tightening of immigration regulations in India, variable employment outcomes of MBM graduates; agent practices and market reorientation towards qualifications that pathway directly into industry such as accounting and information systems. Conditional and unconditional offers for the January 2017 EDP intake are ahead of this time last year and EDP staff are working with IRO and agents to support these applicants through the admissions and enrolment process.

Alumni/Student News

Congratulations to the following UC Commerce Alumni:

- Rezza Baqae, former BCom Hons (Economics) student (2009), who has recently completed his PhD at Harvard, and has taken up an academic position at the London School of Economics.
- Neroli Austin, who has just completed her MCom in Economics and has been admitted to the DPhil. programme in Economics at Oxford University.

8.3 College of Engineering (Te Rāngai Pūkaha)

The Chemical and Process Engineering (CAPE) wing is now ready to be re-occupied by the department, albeit a few months behind schedule, and a full and complete programme of teaching and research is planned for 2017 after the occupants have moved back in. We are also commencing serious planning for the development of the new School of Product Design, with a clear programme and facilities programme being developed early in 2017, ready for the first intake in 2018.

A series of Health and Safety visits by College Executive teams to different departments has highlighted some excellent practise in the College. For example, staff in the new Structural Engineering Lab on Engineering Road, and also the High Voltage Lab, demonstrated high end industry-standard safety systems which will not only keep our people safe, but also introduce our students to the type of environment in which they will be working after graduation.

The student Formula SAE race car headed to Melbourne in the middle of November to take part in the international university design, build and Formula SAE race car competition which runs for four days. There are eight challenges to be undertaken, and the team is hoping their brand new-for-2016 car will bring home some prizes as they have done in the last few years. This year the team has included students from two Engineering departments and also the College of Business and Law, in a pan-university effort to raise the funding and build the car.

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

Earlier this year the Government announced significant changes to the contracting process for the provision of professional learning and development (PLD) for teachers in schools and early childhood centres. Education Plus in our College, one of the country's leading providers of professional development, has been working hard to position our team for the new contracting environment. We have been very successful in the first step which has required individual staff to apply to become an accredited facilitator of PLD. All 35 of our Education Plus staff have gained accreditation status (100% success rate has not been the case for other providers of PLD) and shows the strength of our staff in the provision of high quality PLD in the schooling sector.

At last month's College staff morning tea, we added our congratulations to Associate Professor Michael Tarren-Sweeney, School of Health Sciences, for his outstanding achievement in winning this year's UC Innovation Award. Prof Tarren-Sweeney received his award at the Chancellor's Dinner and UC Council Awards on 18 November.

The completion of the PVC's College Health and Safety College tours highlighted the excellent work being undertaken to ensure our staff and students are following rigorous Health and Safety procedures. In addition to office and teaching spaces, the tours included specialist areas in science education laboratories, technology teaching spaces, and sports sciences research and teaching labs.

Professor Angus Macfarlane, supported by the College's Te Rū Rangahau Māori Research Lab, led an excellent Māori Research Colloquium. The event attracted more than 80 staff and postgraduate students from across campus. Professor Russell Bishop, (Waikato University) began the symposium with a thought provoking presentation challenging researchers to encompass key imperatives of Māori research with some powerful messages in regards to the importance of dialogical relationships, conjoint collaborative understandings, and relevance of research for Māori communities.

8.5 College of Science (Te Rāngai Pūtaiao)

Excellent news is the success of five of our researchers and their collaborators in the 2016 Marsden award round. Associate Professor Michael Albrow and Professor Anthony Fairbanks of the Department of Chemistry, Professor Randy Grace from Department of Psychology, Dr Saurabh Bose in Physics and Chemistry and Associate Professor Daniel Stouffer from the School of Biological Sciences have been successful with their respective grant applications in the Marsden Awards which embody the most competitive and blue skies of our national research funding opportunities. Of course, a number of our researchers have been unsuccessful in this round also, and we acknowledge their work and commitment in engagement with this highly competitive process.

Our inaugural College of Science Research Linkages Showcase event on Friday 21 October was a great success. This event was an opportunity for colleagues and external end-user collaborators to hear about the work being done in partnership with end-user collaborators by our five nominees for the 2016 Research Linkages Award. The research embodied in the five presentations was as diverse as the nature of the end-user collaborators: from research on smoking behaviours with End Smoking New Zealand, to research on whitebait ecologies in long-term partnership with a broad group of collaborating end users and outreach partners including the Department of Conservation (DoC) and The Ministry for the Environment (MfE), to work on geothermal energy with Mighty River Power (now Mercury), to partner with the Ministry of Health in the GeoHealth Lab on geospatial health analytics, to collaboration with Fox Glacier Guides on monitoring glacier change. The range and depth of engagement with end-user collaborators reflects a deep commitment to making a difference – as well as doing excellent research.

A College of Science staff forum this month focused on RSIC Stage Two. As part of that forum, the RSIC Stage Two structural engineer from BECA, Andre Kirstein, gave a presentation outlining the nature of the structural design, in response to interest from College staff about the nature of the building.

The 2016 He Puna Pūtaiao outreach programme for year 10 Māori students is now well under way, with a range of activity during the last month, including a field trip to Te Waihora/Lake Ellesmere on 27 October. This flagship College outreach programme is now in its fourth year, and involves deep engagement with students, their whānau and teachers from [Cashmere High School](#), Lincoln High School, [Linwood College](#) and [Burnside High School](#). We are pleased and proud this year to have welcomed the first He Puna Pūtaiao 2013 alumnus as a student in the BSc.

9. Conclusion

The momentum that has built up during 2016 will carry the University into and through 2017. Built on several years of planning, negotiating and contracting, 2016 began to witness delivery – widespread and significant increases in student enrolments, research recognition and increased funding, building completions, increasing philanthropic support, stabilisation in staffing levels and so on. 2017 promises to be a demanding year in which we enrol a record number of new to UC students, relocate nearly 800 staff, complete and commission more than \$400m of new facilities and live within a challenging budget. The efforts that have been made and continue to be made are enormous, appreciated and increasingly respected by our stakeholders. The University of Canterbury community has much to be proud of and reason for growing confidence in its recovery, growth and transformation. Well done.

9.1 Appendix 1: Building Update

Overall

Across campus works continue at pace. The four main construction sites are busy and planning for summer refurbishments and upgrades is well advanced. Work is continuing safely with no major injuries reported across the sites 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.

The group is also focussing on the planned summer works, particularly those planned between the SBS car park and the rear of E8 and E9 which will require close cooperation and coordination between the various project teams and the respective contractors.

Current Building Status

Key Progress this month:

Major work

Regional Science and Innovation Centre (RSIC)

Fletcher continues to report that its Practical Completion date for RSIC Stage One, as per the periods in the Construction Contract, is 2 May 2017. Work on site is progressing well against that target.

Installation of the first fix of building services continues on all levels and is progressing well. At roof level, the waterproof membrane installation and the erection of the roof steelwork is 95% complete. The façade installation continues on the eastern building with Fletcher and Thermosash continuing to work closely on the installation programme. Delay in the installation of the façade are occurring due to availability of fixing trades, but is being managed within the programme with no current impact on the scheduled completion date.

The use of temporary building wrap remains to cover sections of the building where façade has not been installed to provide a weathertight environment. This has allowed the internal timber framing and plasterboard to be installed and assists in maintaining programme dates. This initiative has been taken on by Fletcher at its risk.

Internal wall framing continues on all levels of the east and west buildings and plasterboard installation progresses throughout. Second fix for services, fire, electrical, HVAC, lab gasses, started in November with services installation being the main driver of the critical path.

The tender for RSIC Stage Two (von Haast replacement) was received on 14 October with initial reviews of the price and non-price indicated a high level of confidence in maintaining programme and budget for this stage and RSIC as a whole.

Canterbury Engineering the Future (CETF)

The main challenge for the project team continues to be programme management and provision of delivery dates that can be maintained. The UC intervention to engage an independent programme consultant in a review and coaching role is ongoing. In addition, dialog is continuing with Hawkins to gain alignment over a number of contract administration issues, of which agreement of scope change is the most important.

A statement of occupation has been received for ECE and occupation by UC of all areas aside from two labs has been completed. Practical completion will be achieved once a number of warranty issues are resolved.

The works to install a gas detection alarm panel in the PC2 laboratory will be completed outside of the main contract works. The current forecast for the gas alarm panel is prior to Christmas.

The programmed handover date for Core remains at 22 December. Hawkins has cited a number of reasons for the delay. The external PM and contractor have defined all outstanding issues and priority items for resolution and this is subject to daily review as part of the ongoing risk management to ensure the completion date is achieved.

Hawkins have also been focusing on the Tranche Two (CNRE and MECH) programme and advises it has revised the programme and improved completion dates for both wings. A workshop to review the delivery dates has been scheduled for 10 November to provide greater certainty for both the contractor and UC. This is a major focus for our independent programme advisor.

Electrical Link Reclad

A tender was released on 7 October and closed on 4 November. Surprisingly about 40 people attended the site familiarisation tour. The building consent application was submitted in October. Unfortunately, three of the six respondents have declined to tender, citing awarding of other project works around Christchurch as the reason.

Relocation of the College of Education Health and Human Development – Rehua (ex-Commerce, NEB)

The project remains on track insofar as programme and budget is concerned.

Structural works to the North building are on schedule for completion on 5 December. South structural building works are five days behind schedule but this is manageable within the master program. Delivery of the terracotta façade tiles is on track although there remains some concern regarding a performance test that could delay initial installation. Installation of Fluid Viscous Dampers is proceeding in line with the program plan.

Recommendations from the independent programme facilitator reports continue to be implemented with development of project performance metrics, prompt resolution of extension of time claims, improved communication and early warning of delays.

Other Buildings/ Projects

UCSA

The demolition of the existing building is progressing well and is on track for completion by the end of December. The above ground demolition is now completed, with the below ground structure and services now being removed. The site has been well managed by Southbase with a high level of due diligence and care around high risk areas such as asbestos removals.

The UCSA Detailed Business Case was approved at the October UC Council meeting.

The project is still on track for the building to be operational by February 2019 and remains within the total approved Business Case budget.

Arts Centre

The main contractor onsite has issued an early warning of a programme delay. The Arts Centre's project manager has indicated that over the next month the Arts Centre and contractor are seeking to resolve the matter and provide some further clarity to UC.

The implications for UC of any delay are mainly around the movement of the Logie Collection and the completion of the Logie Gallery. The contractor has given assurances that the areas of the building that will be required for the UC decant from the main campus will be available in time to allow teaching to commence in February as planned.

Meanwhile fitout is continuing. Most of the internal wall linings are complete and are being painted.

Residential (Student) Accommodation

The PCG providing oversight of the student accommodation projects for UC has established a number of work streams. These are:

1. Demand and supply of beds

Capital Works is continuing to work on developing a high-level strategy, in providing block and stack diagrams for Dovedale campus in line with the PWC Demand Report recommendations. Applications for accommodation for 2017 are being closely monitored.

2. Postgraduate apartments at Dovedale

Following the approval of the Business Case for Dovedale Accommodation (Stage 1) Sonoda Extension, a tender has been completed and four companies have been shortlisted to provide a proposal for mid-November. The team is about to start tender evaluation.

3. St Nicholas Hall (Kirkwood Avenue Halls)

The Deed of Lease is now complete and executed with the handover date of 31 October achieved. A construction contract has been signed with Naylor Love and the site handed over. Work converting the facility to student accommodation has commenced, with the majority of work occurring inside the building.

4. Head leases and standalone houses

At the September PCG it was recommended that some of the current head-leased properties be released at the end of this year. This recommendation was endorsed and there are five properties due to expire in the December and January period that UC will not be renewing, with the landlords all informed accordingly. This situation is being monitored closely given high residential applications.

8. Upgrade of Existing Residential Halls

Holmes Consulting Group (HCG) has been engaged by UC to provide structural strengthening design solutions for the UC student accommodation blocks where previous strength assessments have indicated an earthquake strength of less than 67% of an equivalent new building. All buildings has previously been assessed as over 34% NBS, and this next step is being undertaken in order to identify works required in order to achieve Council policy of 67%+ NBS seismic strength.

Projects in planning this month

Projects that are currently in planning include:

- Kaikoura Field Station replacement
- Logie and Locke refurbishment
- Innovative Teaching Environments
- New Teaching spaces

9.2 Appendix 2: Upcoming Events Calendar: November –December

Date	Time	Venue	Event name	Primary purpose
Wed 23 - Friday 25 November	9am - 6pm	North Arts Lecture block	Annual Conference of the Association of Social Anthropology of Aotearoa	Conference
Friday 25 November	8am - 10am	Level 6, Matariki	Careers Advisors Breakfast	Recruit
Tuesday 29 November	5.30 - 8pm	TBA	EDP Information Evening (MBA - External/Industry)	Recruit
Thursday 8 December	1.30pm - 3.30pm	Sir Howard Morrison Performing Arts Centre, Rotorua	Faculty of Education	Retain
Wednesday 14 December	10am - 12pm	Horncastle Arena	Faculties of Engineering & Forestry and Arts	Retain
Wednesday 14 December	2pm - 4pm	Horncastle Arena	Faculty of Education	Retain
Thursday 15 December	9.30am - 12.30pm	Jack Mann Auditorium	Celebration for Māori Graduands	Retain
Thursday 15 December	4pm - 7pm	Undercroft Common Area	Pasifika April Graduation	Retain
Friday 16 December	10am - 12pm	Horncastle Arena	Faculty of Law, Commerce and Science	Retain

9.3 Appendix 3: Awards Lists: June-early November

June - Canterbury Youth Awards

Sean Ryan – part of The [Hurunui Youth](#) Council, winners of the [US Embassy New Zealand](#) Te Tohu Tokomaha Award!

Viane Makalio - Wayne Francis Charitable Trust Leadership Award.

Wesley Mauafu - [Canterbury District Health Board](#) & [All Right?](#) Commitment to Wellbeing Award.

Josiah Tualamali'i - Supreme Award for Christchurch sponsored by the [Christchurch City Council](#).

Fulbright Science and Innovation Graduate Awards.

Ethan Thomson from Christchurch will research ground motion simulation at Stanford University, as part of his PhD in Earthquake Engineering at the University of Canterbury. Ethan graduated with a BE (Hons) from the University of Canterbury in 2014. He previously attended Christchurch Boys' High School.

James Major from Christchurch will complete a Master of Engineering in Geological Sciences at Cornell University in New York. James graduated with a BSc from the University of Canterbury in 2015.

Distinguished Professor Jack Copeland received 2016 Covey award in recognition of his research in the field of Computing and Philosophy.

Aaron Stockdill received a Freemasons University Scholarship.

July - Gateway Antarctica:

Gabriela Roldan, PhD candidate, is awarded an [APECS Antarctic Travel Award](#), supported by Antarctic Science Ltd, to present her research at the SCAR Open Science Conference in August.

Professor Leon Philips awarded title of Emeritus Professor.

Joint Winner Norman F. B. Barry Foundation Emerging Innovator Award at the KiwiNet Research Commercialisation Awards - Dr Daniel Holland, University of Canterbury: *Mathematics plus measurements equals economic benefit*

Electricity Engineers' Association (EEA) Industry Awards.

Dr Sharee McNab received a merit award for best paper (non-member).

Ben Jar received a best student paper award.

August - Gateway Antarctic: Professor Bryan Storey receives a SCAR Visiting Professor Scheme award.

Tech Jumpstart competition

Kiwinet awards

A Point-Of-Care Device that tests for Blood Incompatibility

Dr Renwick Dobson (Biological Sciences) and Dr Volker Nock (Electrical and Computer Engineering).

Safelite: UCan assess cybersecurity

Dr Dongseong Kim and Fangcheng Jia, Computer Science and Software Engineering.

Design, Synthesis and Fabrication of Novel Batteries

Dr Deborah Crittenden, Chemistry.

The winner of the WNT Ventures prize

Rapid Electrochemical Sensing of the Chemical Oxygen Demand in Wastewater

Dr Aaron Marshall, Chemical and Process Engineering.

Kupe Scholarship awarded to Desma Koia.

2016 Parkin Drawing Prize awarded to Hannah Beehre.

Shirtcliffe Fellowship awarded to Jeremy Watson and Benjamin Wilson.

Scientific Committee on Antarctic Research Visiting Professor Award awarded to Professor Bryan Storey.

Dr Justin Morgenroth awarded the 2016 Early Career Scientist Award, one of the International Society of Arboriculture's (ISA) Awards of Distinction. Dr Morgenroth's research focuses on solving applied problems in forested landscapes with a specific focus on urban forests.

September –

Woolf Fisher Scholarship

UCSA Staff of the Year Awards

September – Lecturer of the Year (Grand Award): Associate Professor Alessandro Palermo.

Administrator of the Year: Annie Homewood.

Technical Staff of the Year: Garry Cotton.

Supervisor of the Year: Associate Professor Una Cunningham.

Lecturer of the Year – College of Business and Law: Dr Steve Agnew.

Lecturer of the Year – College of Engineering: Associate Professor Alessandro Palermo.

Lecturer of the Year – College of Arts: Associate Professor Mike Grimshaw.

Lecturer of the Year – College of Science: Professor Ian Shaw.

Lecturer of the Year – College of Science: Associate Professor Travis Horton.

Lecturer of the Year – College of Education, Health and Human Development: Dr David Winter.

Great Character of the Year: Associate Professor Alessandro Palermo.

Guiding Hand of the Year: Nicki Dabner.

Pink Cardigan Award: Dr Christina Stachurski.

Phylogenetic Tree Queen Award: Tammy Steeves.

Sharpest Hog of the Hedge Award: Dr Heidi Quinn.

Greatest Fruitburst Thrower Award: Dr Richard Lobb.

Jacqui Lyttle was named the New Zealand Risk Management Professional of the Year, jointly with the Chief Risk Officer of Infratil Ltd.

Lachlan Bartlett was runner-up prize of this year's Cochlear Graeme Clark Scholarship for Australia and New Zealand.

MBIE Smart Ideas

Solar energy capture and store, project leader Dr Aaron Marshall, Chemical and Process Engineering, College of Engineering.

Autonomous Forest Pruning and Data Collection, project leader Associate Professor Richard Green, Computer Science and Software Engineering, College of Engineering.

High temperature electrolytic titanium extraction from waste slag, project leader Associate Professor Matthew Watson Chemical and Process Engineering, College of Engineering.

A neuromorphic computer chip: computational hardware that works like the brain, project leader Professor Simon Brown, Physics and Astronomy, College of Science.

Maximising genetic diversity in endangered species, project leader Tammy Steeves, School of Biological Sciences, College of Science.

October

\$85K Challenge 2016 Prize Winners:

GRAND WINNER: Anteater- Peter Randrup, Rebecca De Prospro and Duncan Shand won \$15,000 in cash + \$5,000 PWC Financial Services.

RUNNER UP: Sonder Leather- James Richardson - \$10,000 + \$5,000 PwC Financial Services.

BEST PITCH: Sonder Leather- James Richardson - \$5,000.

BEST BUSINESS PLAN: Anteater- Peter Randrup, Rebecca De Prospro and Duncan Shand - \$2,500.

BEST APP: Relish- George Mander, Emma Walker, Hannah Sutherland, Aydin Arik, and Kaan Arik - \$10,000 + App Development Time with Smudge Apps.

SUSTAINABILITY AND SOCIAL ENTERPRISE AWARD: Mallu- Clive Antony, Meg Gerrard and Jess Langtry - \$2,500.

BUSINESS DEVELOPMENT AWARD: Intergrow- Felicity Powell -\$5,000 + C Lab Co Working Space + \$5,000 Cavell-Leitch Legal Services.

BUSINESS DEVELOPMENT AWARD: Mallu- Clive Antony, Meg Gerrard and Jess Langtry - \$600 Training & Beyond Xero Medium Subscription + \$2,500 Catalyst Services and Cloud Time.

BUSINESS DEVELOPMENT AWARD: The Pegboard Company- Tom Mackintosh and Toby Baker - \$600 Training & Beyond Xero Medium Subscription + \$5,000 Plato Creative Services.

BUSINESS DEVELOPMENT AWARD: Mecon- Todd Selak, Alan Watt, Sean Peraless and Josh Kerr - \$5,000 Powerhouse Services.

BUSINESS DEVELOPMENT AWARD:DBCycle- Mike Brophy - \$2,000 + \$1,000 Spark 240gb/mth Internet Dongle.

BUSINESS DEVELOPMENT AWARD: Peak to Plateau - Stefan Warnaar - \$5,000 Narrative Campaigns.

New Zealand Association of Graduate Employers (NZAGE) Industry Awards:

The UC Careers, Internships and Employment team won the award for Best Careers Service. This recognises best practice in recruitment, selection and development of graduate talent, and industry excellence.

Three companies with UC connections named in the top ten of the most promising early stage companies at the annual TIN100 Awards: Invert Robotics, CropLogic, and MARS Bio-imaging.

Heath Research Council (HRC) Awards. Distinguished Professor Geoff Chase received an established researcher award; Dr Jacki Henderson awarded with an emerging researcher award.

Professor Euan Mason recognised for his important contribution to the forestry industry, winning the award for his international quality science research at the 2016 Forest Science Awards.

UC Alumnus Professor Richard Payne. Richard received one of the 2016 Prime Minister's Prizes for Science. The Malcolm McIntosh Prize for Physical Scientist of the Year was awarded to Professor Payne from the University of Sydney's School of Chemistry, for his revolutionary drug development technologies that will help tackle health problems associated with various cancers, antibiotic resistance, malaria and tuberculosis. Professor Payne received his Bachelor of Science (Honours) (Chemistry) at UC in 2002.

Dr Anuj Misra awarded Indian National Science Academy (INSA) Young Historian of Science Award 2016.

Professors Misko Cubrinovski and Brendon Bradley awarded the American Society of Civil Engineers (ASCE) Norman Medal, the society's highest honour for a technical paper.

November

Margot Gibson was announced as a Rhodes Scholar. Margot completed a Bachelor of Laws (Hons) and BA in Feb this year. She is currently an intern with the NZ Embassy and Permanent Mission to the UN in Vienna.

Eight UC academics were awarded Marsden Fund research grants. The successful applicants were:

Associate Professor Michael Albrow – Counting the number and distribution of planets in the galaxy (\$870,000).

Associate Professor Daniel Stouffer – The importance of non-additive competition in diverse natural plant communities (\$795,000).

Professor Randolph Grace – An artificial algebra for implicit learning of Mathematical Science (\$705,000).

Dr Saurabh Bose – Brain inspired on-chip computation using self-assembled nanoparticles (\$300,000).

Dr Geoff Rodgers – Unique acoustic signatures to diagnose impending Dysfunction of Osteo-Mechanics (\$300,000).

Professor Rick Millane – New methods for imaging biological macromolecules using x-ray free-electron lasers (\$865,000).

Dr Lynn Clark – What is the Southland accent? (\$530,000).

Professor Antony Fairbanks – A new paradigm for organelle targeting (\$870,000).

9.4 Appendix 4: VC Activities

Past Events	
27 October 2016	<ul style="list-style-type: none"> • Attended a REANNZ Strategic Advisory Group Meeting via Teleconference
28 October 2016	<ul style="list-style-type: none"> • Hosted the UCSA Executive team for dinner at home
31 October 2016	<ul style="list-style-type: none"> • Attended the Treasury Crown Directors Breakfast • Met with the Chief Executive of Regenerate Christchurch, Ivan Iafeta
01 November 2016	<ul style="list-style-type: none"> • Hosted the Governance Oversight Group on Campus
09 November 2016	<ul style="list-style-type: none"> • Attended the CDC Summer Economic Update • Attended the UC Foundation Strategy Meeting
10 November 2016	<ul style="list-style-type: none"> • Met with Tom Hooper, CEO of the Christchurch Development Corporation
14 November 2016	<ul style="list-style-type: none"> • Hosted a Staff Forum
18 November 2016	<ul style="list-style-type: none"> • Attended the 2016 Chancellor's Dinner and UC Council Awards
22 November 2016	<ul style="list-style-type: none"> • Met with Simon Hickey the Global CEO of Campus Living Villages
23 November 2016	<ul style="list-style-type: none"> • Participated in the NZ Women In Leadership Alumni Symposium, as a member of the panel, on key challenges facing New Zealand universities • Attended a REANNZ Strategic Advisory Group Meeting via teleconference • Attended the NZ Women In Leadership Alumni Symposium dinner
24 November 2016	<ul style="list-style-type: none"> • Met with the incoming Chair of the MacDiarmid Institute, Dr Ray Thompson
25 November 2016	<ul style="list-style-type: none"> • Attended the Careers Advisors Breakfast • Attended the Canterbury Recovery Learning and Legacy Sponsors Group programme • Spoke at the Canterbury Deputy and Assistant Principals Conference
Upcoming Events	
28 November 2016	<ul style="list-style-type: none"> • Meeting with the Pacific Peoples Advisory Committee
05 December 2016	<ul style="list-style-type: none"> • Speaking at the Opening Ceremony of the Australian and New Zealand Marketing Academy's 2016 Conference
06 December 2016	<ul style="list-style-type: none"> • Introducing new Professors to SMT over lunch
07 December 2016	<ul style="list-style-type: none"> • Attending a Meeting of the Advisory Board to the Assistant Vice-Chancellor Maori and Ngai Tahu Research Centre
08 December 2016	<ul style="list-style-type: none"> • Attending a New Zealand Vice-Chancellor's Committee Meeting in Palmerston North • Attending a farewell dinner for Steve Maharey (Vice-Chancellor of Massey University)
09 December 2016	<ul style="list-style-type: none"> • Attending a UC Foundation in America Board Meeting via teleconference
13 December 2016	<ul style="list-style-type: none"> • Attending a morning tea for graduating international students • Attending an end of year function for the UC Foundation
14 December 2016	<ul style="list-style-type: none"> • Attending the Graduation Ceremony for faculties of Arts, Engineering, Forestry and Education
15 December 2016	<ul style="list-style-type: none"> • Attending the Graduation Dinner
16 December 2016	<ul style="list-style-type: none"> • Attending the Graduation Ceremony for faculties of Law, Commerce and Science
19 January 2016	<ul style="list-style-type: none"> • Providing the opening speech at the international conference on Biorefinery
23 January 2016	<ul style="list-style-type: none"> • Presenting a lecture titled 'Gown and Town' on the value that the University of Canterbury adds to Christchurch City at the International Partnership's Summer Programme