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UNIVERSITY OF CANTERBURY
Te Whare Wānanga o Waitaha
CHRISTCHURCH NEW ZEALAND

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

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1. INTRODUCTION

At the end of Term One, there is much to celebrate. UC has seen a 4% rise overall in Equivalent Full Time Students (EFTS), with a 3% increase in new to UC domestic EFTS and a 15% increase in new to UC full-fee EFTS. Total domestic EFTS are up 3% and total full-fee EFTS are up 20% year-on-year. These results bring total forecast 2017 full-year EFTS to within 5% of our targets under the 2014 Crown Funding Agreement, and on both the domestic and full-fee fronts, represent a significant lead over other universities' positions. Across the eight Universities domestic EFTS are reported to be down 0.5% and full-fee EFTS up 9.9% year-on-year. The focus for the university community over the first quarter has been on orienting, inducting and undertaking teaching, research and support activities with and for our students.

We recently held three graduation ceremonies with around 1,100 students crossing the stage to receive their awards. Peter Holdsworth, Pip McCrostie and Julie Maxton were awarded Honorary Doctorates and celebrations were held for Maori, Pasifika and International students. The UC Club hosted two alumni events to welcome new alumni.

2. STRATEGIC MATTERS

2.1 UC Futures

UC Futures, the University's recovery and transformation programme, is reaching a critical point in delivery this year for both enrolment recovery and the rebuild of the campus.

UC's 2017 enrolments have grown significantly more than other university enrolments when compared with last year. Domestic enrolments are up – and forecast to remain up – by 3% on last year. Full fee international enrolments are up – and forecast to remain – at least 20% up on last year. UC had aimed to reach even higher increases but this result is in clear contrast to the national movement of about -0.5% for domestic enrolments in universities and an increase of about 15% for full-fee international enrolments. In general, UC's enrolment recovery is about a year behind our earlier predictions for domestic enrolments and about a year ahead of our earlier predictions for full-fee international enrolments. Overall UC staff can remain confident that UC is on a recovery path which, if maintained, will return the institution to a sustainable financial position in the years to come.

Some tensions are becoming apparent in the timing of building completions in the Ilam Campus rebuild and transformation programme. All three major building projects will need to both increase resourcing and stick to planned work programmes to meet UC's planned completion schedules. However, at this stage we believe that we will be able to teach in the RRSIC Stage One building by Semester Two, as planned, and in Rehua no later than Semester One in 2018. Special arrangements are being put in place to ensure that Civil and Natural Resources Engineering will be able to use the Structures and Fluids Lab ahead of the completion of that wing. All Engineering projects are due for completion by 30 September 2017.

The decision by Hawkins Construction in New Zealand to divest itself of its construction business to Downer EDI Ltd, an Australian mining and construction firm, has had some flow-on implications for the two UC construction contracts held by Hawkins Construction South Island Ltd (a subsidiary of the national firm Hawkins Construction). In one case, the contract for the reconstruction of the Rehua building has been transferred (novated) to the new New Zealand Downer company. In the other case, the CETF construction contract will remain with the residual Hawkins firm.

2.2 Rutherford Regional Science and Innovation Centre (RRSIC)

UC has signed the contract to demolish and rebuild the Von Haast building – Stage Two of this project – with Dominion Construction. When complete, the building will provide working and office space to the academics working in the Stage One teaching and laboratory block, and space for postgraduate students, secondary school engagement and the College office. The college office will be at the south end of the building, bringing the College together in a science precinct that reaches from the Psychology building through to the Old Rutherford building.

UC is aware that the construction of Stage One is not currently on programme and will require some extra effort to get back on track. As a result, we are continuing to plan a parallel occupation of the building with teaching functions first and research functions being moved in progressively through Semester Two. Decanting from the Von Haast building is on the critical path to prepare for the soft strip, demolition and construction of RRSIC Stage Two in time for teaching in Semester One 2019.

2.3 Canterbury Engineering the Future (CETF)

The rebuilding of the Engineering Precinct, something that UC was planning prior to the major earthquake sequence, has proved very challenging and continues to be so. However, UC achieved a major high level terms agreement with Hawkins to reset the project and is in the process of finalising the details of the contract amendment to renegotiate the price, to settle all outstanding claims made until 31 March 2017 and to reset the programme completion date. When finalised, the contract amendment should reduce the risks of the project to UC for both cost and schedule. The implications for the College are that the Mechanical and Civil and Natural Resources wings will be available for teaching in Semester One, 2018.

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 two Colleges are now well-placed for their move into this redeveloped building with transition planning well developed. However, the contractor, Hawkins 2017 Ltd, now a Downer EDI subsidiary, has given notice of delays in the construction of the building. The contract for this building includes financial penalties for not meeting the agreed completion date (liquidated damages), which UC considers an important part of the push to get it completed on time. UC is currently working with the contractor on the revised programme in order to avoid delays to our occupation of the redeveloped building.

The transfer of the contract to a new company, with parent company guarantees from a company which is in a strong financial position is considered a good result for UC and one which we also expect to assist in our push to a timely completion of the project.

The Executive Director of Learning Resources, Independent Chair of the PCG, and I met with the New Zealand Acting Chief Executive of Downer EDI, Steve Killeen, on Wednesday 12 April to provide an update on UC's concerns.

2.5 International Growth

2.5.1 Graduate Attributes

Core Attribute: Critically competent in a core academic discipline of their degree

Learning Objective: Students know and can critically evaluate and, where applicable, apply this knowledge to topics/issues within their majoring subject.

The extensive review of academic regulations to simplify and make more coherent our requirements for admission, enrolment, progression and completion of courses and programmes of learning is substantially complete and has been reviewed by the Academic Board. Recommended changes requiring Council approval are before this Council.

Attribute 1: Employable, innovative and enterprising

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

A new report from our records indicates that over 60% of all students who completed their bachelor's degree in 2016 had completed one or more of our for credit community and work integrated learning courses. These courses are those with an internship or other types of work or community involvement and are courses for credit (except the work-based project in the BE(Hons) which is a not for credit graduating requirement).

This is an increase from the previous year (56%) and we are aiming to continue to increase this level of participation over the coming years as we further develop the curricula to include the UC-wide graduate attributes for Employability, Entrepreneurship and Innovation, and for Community Engagement.

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 and the first hui for 2017 took place on 23 March. There are notable efforts and developments from many Deans and Colleges to succeed in ensuring undergraduate courses can be offered in 2018. Some colleagues have noted the need to market their new or updated courses in different ways to ensure enrolments, while others have been reconfiguring existing offerings to fulfil the UC Graduate Profile. Colleagues noted the importance of the teaching delivery of these new and updated courses supporting the BICC kaupapa, though mihi mihi, karakia, and waiata. A new staff professional development course will be offered this year to assist in addressing these needs.

A recent briefing to the Tertiary Education Commission included updates on the development of the Graduate Profile and attributes. The opinion was expressed that the progress on the bicultural attribute was more advanced at UC than at any other University.

Attribute 3: Engaged with the community

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

The University has again been engaged in supporting the "Serve for New Zealand" initiative to promote active community engagement and volunteering over ANZAC weekend.

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.

The Global Awareness Framework has been received at all College meetings and the Community Engagement Framework has been through all but one meeting at the time of this report. The aim is for the frameworks to be discussed at the May Academic Board. A workshop focusing on the Graduate Profile has been scheduled for the UCSA in May and SMT, Heads and alternates in June in order to engage staff and students.

Study Abroad and UC Exchange

Five different US Study Abroad site visits have been hosted in March, with Study Abroad staff visiting UC from Princeton University, Drexel University, Bellarmine University, the University of Redlands and Willamette University.

March and April are the key application periods for the Semester Two student intake, and the team has therefore been busy processing Study Abroad and Exchange applications and course approvals for Semester Two and converting enquiries to application and enrolment.

Further incoming visits are being planned for a delegation from Shantou University (Study Abroad from China) and Southampton University (Exchange). New marketing materials are also in development and the team is working to enhance social media content, including an upcoming Facebook Live event with a current student.

Promotion of outbound exchange opportunities for Semester One 2018 is well under way, with the team running weekly seminars throughout the first term which have been very well attended. Preparation has also begun for the annual UC exchange fair on campus in early May.

International Partnerships

The focus has been on preparing promotional materials related to a number of key strategic partnerships and working on funding for international short courses, as it is becoming increasingly valuable to send our students overseas on short courses enhancing their global awareness. It is also an excellent way to facilitate partnerships with top universities around the world.

2.6 International

2.6.1 International growth strategy

To the end of March, 2017 full-fee enrolments reached 1,162 and are forecast to reach 1,361 by the end of the year. This is a 20% increase on last year and if the full year forecast is achieved will mean UC is back above 2010 levels for the first time, marking another milestone in our recovery and move into transformation.

As full-fee international enrolments grow, UC needs to increase its ability to process applications in a timely way. At just over 1,000, the volume of applications is high, and similar to last year, but with a 9% increase in offers accepted and a 37% decrease in incomplete applications year-on-year. By improving the quality of applications in the system UC can respond to each application quickly and efficiently. The significant reduction in incomplete applications is a major step towards this goal.

In early April, the International Board of Advisors met by teleconference to review progress on the implementation of the International Strategy.

2.6.2 Recruitment

Recruiters have been active in Malaysia, China and India, plus two days of recruitment in Auckland for New Zealand-based agents. This included the soft launch of the Bachelor of Product Design suite.

2.6.3 Pre-assessment

Pre-Assessment has processed more than 450 applications (including Mobility and PhD) in the last month – and the first application for 2020. The focus, though, is on the July intake, with applications coming in quickly as a result of IRO Recruitment team activity.

Our key agent in India, Edwise, is now submitting all its applications via the new CRM agent portal, and their feedback has been highly positive. JJL (China) will shortly join the new portal, followed by several agencies based in New Zealand. The team is now gearing up to support these agencies through the transition.

2.6.4 General

Recruitment for the new Director of International Growth Strategies and new Team Leader Admissions is under way but proving challenging. We have also undertaken significant work to review and re-align our admissions processes and GPA requirements to support recruitment, while ensuring quality students are enrolled.

3. CHALLENGE

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

3.1 Marketing

Social media activity continues to be high with UC either first or second for engagement across Facebook, Instagram and Twitter within the New Zealand university sector. The Online Content Management project continues, with the College of Engineering pages now launched. Google AdWords has experienced good growth over January-March.

Planning is under way for our 2017 campaigns. A fresh creative approach for our UC brand has been developed that will build on the UCME initiative. This will involve using students who have stories to tell that reinforce the UC7 narrative. Photography and copy writing is under way for an April launch. The undergraduate scholarship campaign is also being implemented for an April launch – this will utilise online and outdoor channels.

A suite of videos will be implemented progressively over the year – the College of Arts is the first partner college in this process. Planning has been initiated for 2017 Open Day and Information session campaigns.

Work is under way on the seven discipline publications and the undergraduate prospectus for market launch in May. Design is under way for the Careers Expo in Christchurch in May.

3.2 Liaison

The Liaison Team continued with first round school visits during March with most regions completed. During these visits, the team have spoken to 4,202 students and introduced the university to them. The next step for these students is to invite them to a UC Info Evening in their region.

The Customer Relationship Management (CRM) system continued to provide the team with an excellent resource for reporting and campaign automation. A new feature allowed the team to automatically send an email to the student 24-hours after the school visit. This has resulted in very high readership nationally. The CRM has also begun collecting parents and whānau contacts.

In addition to the school visits, the team also saw a total of 44 students in on-campus appointments. Thirteen of these appointments were with adult students.

The Senior Engagement Coordinator has begun meeting with local International Directors (Riccarton, Middleton, St Andrews, Rangiora High). Communications have also been sent to key regional International Directors informing them of when Liaison Officers will be visiting their school.

Engagement with local secondary students through the Crusaders and Tactix partnerships continued, with Commerce hosting students from its Young Enterprise Scheme at a Crusaders home game, and the Tactix visiting Christchurch Girls' High School for an in-school skills session.

Letters to 29 local secondary school principals have been sent on behalf of the Vice-Chancellor and include information regarding 2017 enrolments, current STAR enrolments, school engagement activities the school was involved in last year and upcoming opportunities.

Primary, intermediate and secondary schools have been grouped together into Communities of Learning. To date the focus of these 17 groupings has been sharing specialist resources and smoothing the transition between levels of Schooling. Engagement with tertiary providers to smooth transition to tertiary level study is also expected. A revamped national careers Advisory Service has become a responsibility of the Tertiary Education Commission with a view to improving career advice and choice by school leavers.

3.3 Admissions

A total of 508 admission *with equivalent standing* (AES) applications were recorded as received in March. This compares with 474 and 606 AES applications received in March 2015 and March 2016 respectively. More than three-quarters of the applications received this month (77%) have sufficient documents provided for the applications to be assessed.

3.4 Contact Centre

The Contact Centre (CC) returned to usual staffing and off-peak workload with the conclusion of the enrolment period. The team is preparing for the release of the new CC Management Software (going live 27 April), reviewing the 2017 enrolment period and engaging with the Easy Enrolment project.

3.5 Enrolment

Online Applications for Programme Entry for the College of Education workstream is under way and expected to be available to students from August 2017. Police reports will now only be requested for those students who are interviewed, which will significantly reduce administration and associated costs.

The Student Services Engagement Team is involved with the Easy Enrolments project, with the objective of disseminating the information to enable those with appropriate knowledge to participate and assist in the project's success.

PhD reminders are being emailed to 43 re-enrolling students for May 2017. We are tracking at a 6% increase on PhD numbers compared with the same period in 2016.

Foot traffic has increased by 93% on this time last year on Matariki Level 1 where Student Services frontline staff are located.

3.6 Scholarships

The list of recipients of 2016 UC scholarships and prizes was finalised for publication in the April 2017 Graduation booklet. Preparations continued for payments of the 2017 UC Undergraduate Entrance Scholarship recipients in early April, two months earlier than previous years. Applications closed for ~40 Undergraduate scholarships in CommunityForce.

The mid-year round of the UC's Doctoral and Master's Scholarships opened for applications.

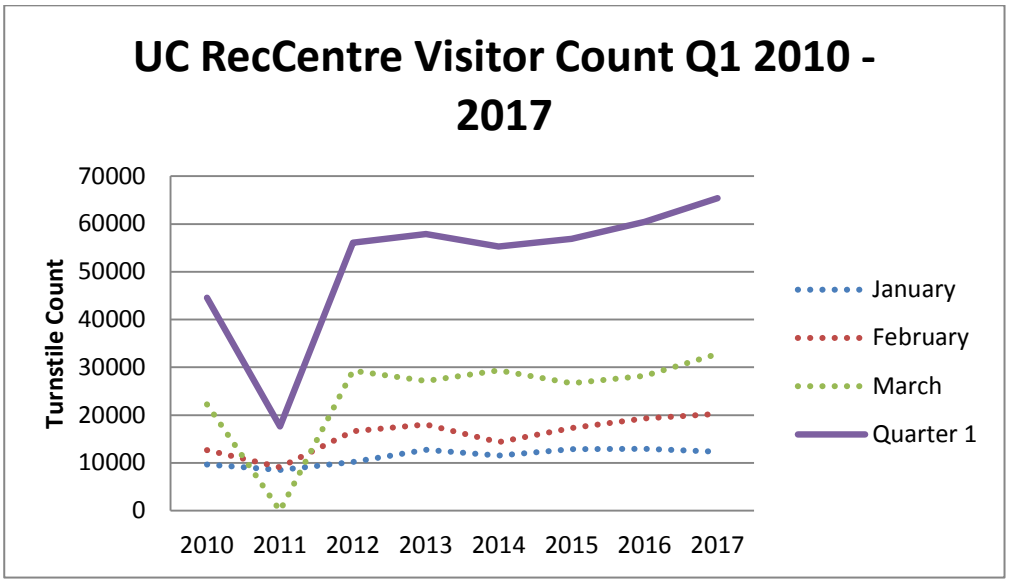
3.7 Accommodation and Campus Life

Hall occupancy is at 94% with the new Kirkwood Avenue Hall full for this year. This is excellent news as there was very little information available to the students when they applied for accommodation. Affiliated housing is at 99% occupancy with a waitlist for Semester Two.

Training on the new StarRez web system for accommodation applications was conducted for both department and halls staff. The Vice-Chancellor has had dinner at all halls and met with students. A BBQ was held for affiliated housing with 50+ students, the Vice-Chancellor and staff attending.

The new accommodation guide has been printed a second time due to demand, with 5,000 copies sent to schools.

3.8 UC RecCentre



At the start of April the RecCentre had about 7,000 members, including an estimated 5,800 students, well above expectations. Membership sales increased by 19% in March, compared to March 2016. These increases are reflected in the turnstile count data (see table above) where we have seen a 16% increase in visitors as compared to March 2016, and an overall 8.24% increase for the first quarter from 2016. Casual visits remain steady at around 400 per month.

Pre-quake and pre-free membership attendance was 22,341 for Jan/Feb 2010 whereas in 2017 we have seen 32,615 visits. This represents a 46% increase in attendance, with no corresponding increase in activity space plus inclusion of the College of Education classes. Total annual visits in 2016 were 52.61% higher than in 2010.

While this increase is pleasing, it does raise concerns for the health and safety of users and the overall experience for student and other members. There is an ongoing focus on health and safety management and practice.

Work has begun on a business case for the construction of a new recreation centre in the Health and Wellbeing precinct on the South Bank. Development of such a facility will compete with other capital priorities and require careful judgments about future demand for traditional tiered lecture space. The case will be brought to Council in quarter three this year.

3.9 UC Sport

In the first event of the National University sport calendar, UC won the Women's Rugby 7's championship in a close final against Waikato University, 19-15. This was topped off by three team members being selected in the tournament team.

UC Sport has been busy revamping the Athlete Development programme. So far there has been strong interest with over 120 individual/team athletes involved. In May UC Sport will promote a new initiative, with an Emerging Talent group which will closely follow our flagship programme to provide performance support to more UC student athletes.

4. Student Success

4.1 Call Out to first-years

A team of twelve specially trained mentors spent six nights and one weekend calling every new-to-UC student to check how they had settled in to life at UC and whether they required any additional advice or support. This year, mentors also reminded them to complete the Early Experience Survey. From 2,630 students called, 61% were directly spoken to and feedback was collated. Referrals were made to Academic Advice, Student Care, and Disability Resource Services for students who needed more support than the mentors could offer.

4.2 Certificate in University Preparation (CUP)

The Certificate in University Preparation (CUP) has 103 students enrolled for Semester One, 10% less than CUP enrolments for Semester One last year, but similar to figures from 2015. Numbers of 2016 CUP students progressing to degree programmes this year continues to build on the improved retention rates achieved over the past four years. This improvement reflects increased performance of CUP students, highlighted by the achievement of a 90% pass rate in Term Three 2016. This is a great success and is the highest pass rate of any CUP intake.

4.3 Go Canterbury

The Go Canterbury (GC) programme has 94 students this year enrolled in a variety of courses, an increase in numbers of 13% on the 2016 pilot. About half are studying Engineering, with the remainder spread across other programmes. Events so far have included a welcome, personal development session, two field trips, a Crusaders rugby game and a first aid training course. Attendance at every event has been over 70% with most achieving more than 90%. Ten student leaders selected from last year's GC programme received leadership training and have provided great support to GC students including 16 Student Care referrals and 60 students attending tutoring organised through Campus Living Villages/University Hall. Feedback responses average above 90% good – excellent rating, a highlight being a 100% excellent rating for student contact.

4.4 Disability Resource Service

The Disability Resource Service (DRS) is currently supporting 367 students, an increase of **17.6%** in student numbers for the year-to-date.

Registered Student Statistics for DRS as of 3 April:

Primary Disability	Number
Autistic Spectrum Disorder	20
Blind	3
Visually Impaired	6
Deaf	5
Hearing Impaired	6
Medical Condition	66
Mental Health	88
Mobility Impaired	4
Specific Learning Difficulty	150
Temporary Impaired	19
Total registered Students as of 30th May 2016	**367**

DRS staff are assisting administrators campus-wide with special arrangements for students. This year we are experiencing challenges in finding casuals to fulfil test supervisor and reader/writer roles. This is largely due to the successful uptake of the student Peer Note-taker Service which is currently servicing 85% of our note taking requirements. A recruitment drive for casual staff is planned for late April to remedy this shortfall.

4.5 Pacific Development Team (PDT)

4.5.1 Strategy work

Discussions with all College PVCs and Deans have now been completed with great willingness by the Colleges to explore a number of approaches in further implementing the Pasifika strategy. The Acting Director and Kaiārahi Pasifika have begun to follow up action points. The College of Business and Law invited PDT to its staff forum to present plans for a three hour workshop on effective engagement of Pasifika students scheduled for all interested staff on 26 April.

4.5.2 Operations

Pasifika enrolment numbers are up and currently stand at 444. Our focus is now on supporting student success.

PDT's two main programmes PASS (Academic Tutoring) and Mentoring are both experiencing record numbers in certain areas. PASS Learning Skills have had the most attendees ever in all four workshops through collaboration with Academic Learning Skills and PDT. Mentoring numbers are at an all-time high for both mentors and those being mentored.

UC was well represented and visibly the most engaging educational institution at Christchurch's biggest Pasifika Event/Festival SPACPAC Polyfest due to collaboration by PDT and Events and Partnerships.

UC also had a presence at the Linwood LYFE festival, a collaborative effort by PDT and the Maori Development Team (MDT).

5. 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.

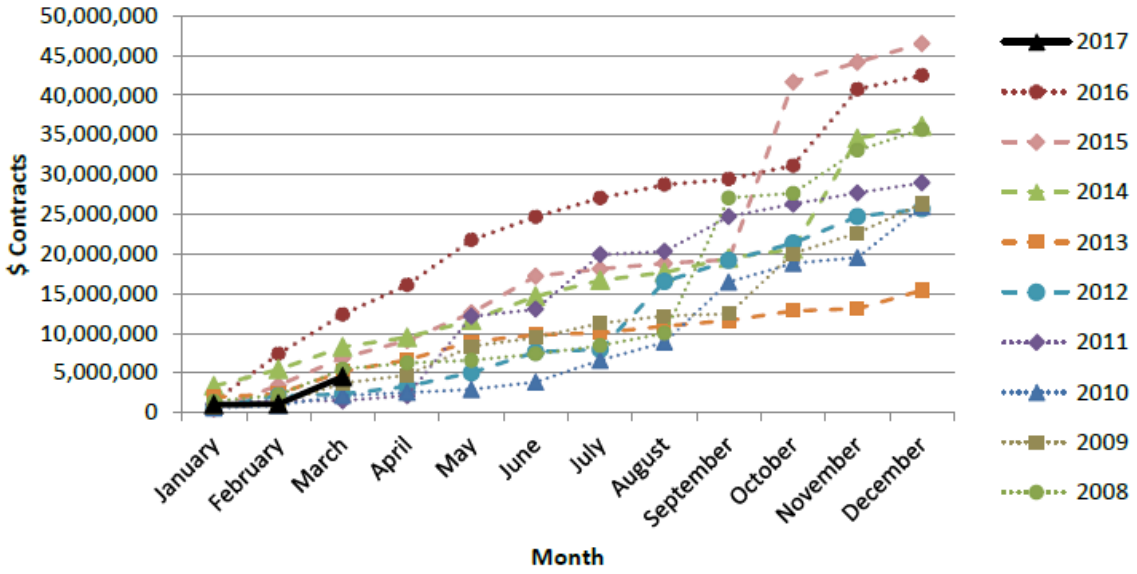
5.1 DVC Research and Innovation

5.1.1 Research Funding

UC is the proposed host with eight applications for Rutherford Discovery Fellowships to support stellar emerging researchers in New Zealand, or those who want to return to New Zealand. Fellowships are funded for five years. The scheme is administered by the Royal Society Te Apārangi. The fund is highly competitive and only 10 fellowships are funded nationwide.

Two first-round proposals entitled *Building Innovation* and *Smart Cities* submitted into the 2017 MBIE Partnerships have been successful, and are now invited to the full proposal stage. Full proposals need to be submitted by 11 August. The latter proposal is collaborative amongst the universities of Otago, Auckland and Victoria, and proposes a partnership with the Christchurch, Auckland, and Wellington city councils.

The Research and Innovation Office continues to manage a large portfolio of external research – some 389 research contracts worth a total value of $136.4m. In 2017 year-to-date, 21 contracts worth a total value of $10.0m have been executed, and 32 contracts worth at least $8.2m are in the process of being executed. UC holds 47 National Science Challenges contracts worth $18.9m (with six contracts worth $1.24m pending), and 38 CoRE contracts worth $26.8m (with three contracts worth $0.85m pending).



UC's bid for a TEC-funded Centre of Asia Pacific Excellence (CAPE) has been unsuccessful, as were two other bids where UC was a partner. This is disappointing given the effort in bidding, but the Expert Assessment Panel was complimentary of many aspects of UC's bid. UC will re-engage with South Island business that supported the bid development and work through options on how UC could support their export aspirations without TEC funding, at least in the immediate future.

5.1.2 Research Development

Following the unsuccessful UC-led bid for a North Asia focussed CAPE, UC is re-engaging with local business particularly through the Canterbury Development Corporation and the Canterbury Employers Chamber of Commerce to progress aspects of the original CAPE bid that could work without central Government funding, but build some capacity in which small and medium-sized companies can draw on UC cultural, language, and commercial expertise to underpin their aspirations into North Asian markets.

UC has accepted an invitation to become a full member of the Bio Protection Centre of Research Excellence.

5.1.3 Research Infrastructure

Discussions amongst the universities about the proposed Government funding reduction for REANNZ is ongoing. A number of university CIO's are currently "market testing" the possibility of REANNZ-like provision via commercial entities, whilst University New Zealand continues to make the case for the public benefits of REANNZ and its worthiness for continued MBIE funding. One possible interim outcome is that MBIE extends current Government funding for at least another year.

MBIE is seeking views of a draft "*Research, Science and Innovation Data Conceptual Model*" which aims to define concepts and data elements and create a common language across New Zealand's research and innovation base. UC has responded to MBIE within the formal feedback process to offer an institutional view that the purpose and intent of the Conceptual Model is laudatory, but the large amount of reporting data being requested will place a significant burden on institutions, funders and researchers. Additionally, the proposed data model risks significant duplication and over complication across the sector. For example, the list of draft output types doesn't match the Tertiary Education Commission's PBRF output list. UC's views are not dissimilar to those of the other universities.

5.1.4 Postgraduate Research

The Postgraduate Office has worked through a busy first quarter with the following highlights:

- 32 new PhD students enrolled in March, bringing the total new PhDs enrolled this year to 98.
- PhD submissions for examination in March were 19, bringing the total for the year-to-date to 49.
- These numbers are similar to last year. The number of new PhD enrolments typically peaks between Feb-April, while the PhD submissions are more evenly spread across the year.

As well, an analysis of the financial return from the Undergraduate Summer Scholarship program shows that $450,000 was invested in the program ($115,000 by external partners) and it is estimated that the students returning to UC from the program will generate in the order of $2,550,000 in income from fees and potential PhD completion PBRF income over the next two years.
The counterfactual is that we don't know which of the 71 students that returned (of the 100 summer scholarships offered), would have returned regardless of being offered a scholarship. However, taking the external funding alone (which would not have been leveraged if the Summer Scholarship did not exist), the programme has generated ~$650,000 in fees. We would, of course, like to target summer scholarships to those most likely to return to increase the return rate from the current 71% to a much higher level. In some cases industry funding means the project and student selection takes priority to the retention objective.

5.1.5 Innovation

The Chinese telecommunications company Huawei Technologies recently announced a $400m investment to drive New Zealand research to develop and support a cloud data centre and two Innovation Laboratories. The first of these is ear-marked for Victoria University, but the second is ear-marked for Christchurch. A delegation from Huawei will visit UC in May – June to discuss the development of this second Innovation Centre, developing on our expertise in electrical engineering, software engineering, and wireless data communication.

5.2 DVC Academic

On 7 April the first set of 85 qualification changes and 15 major qualification proposals to be forwarded to CUAP were endorsed by the Academic Board as part of the Regulations Review. About 50 more qualifications and the general academic regulations will be reviewed in future meetings. This has been a significant piece of work with significant input from colleges and central services. The aim has been to bring consistency and rigour to the regulations. Notable components to this include nominal maximum completion times for all qualifications, greater consistency on the awarding of distinction, merit and honours and consistency on academic progress rules.

Preparations for this year's Teaching Week are well under way. As in previous years, a wide variety of topics will be covered in short taster sessions during the week which will run from 6-9 June in the Undercroft. All staff are welcome.

This year's sessions will all involve UC academic practitioners and topics will include; implementing the graduate profile, developing practical strategies for technology enabled learning, a guide to successful postgraduate supervision, an opportunity to work with Ako Aotearoa staff towards possible funding for a project on providing the best outcome for students, and hearing from staff across UC about their teaching innovations.

The week will end with a 'Blue Skies' event, demonstrating a range of the latest technologies and teaching practices with a keynote speech from Professor Denise Kirkpatrick (Deputy Vice-Chancellor and VP Academic from Western Sydney University) on technology and the use of new teaching spaces. Further details will be available on the Teaching Week website shortly.

The Early Experience Survey (EES) which commenced in the third week of Semester One has achieved a final response rate of 39%. This survey's purpose is to target very early perceptions on engagement, orientation behaviours, health and wellbeing indicators, motivations and challenges facing our first-year student cohort. In addition, the EES also gathers some early marketing data, including drivers for choosing UC and UC accommodation. This data will be useful to support the ongoing work of Student Success, as well as providing input into the retention strategy. In future we will be able to draw upon on the early behaviours of 2017 first years and model likely attrition of 'freshers' based on their responses to the EES.

The 2017 timetable is well embedded and the Timetable Team is making the usual maintenance changes as the year progresses. The team is in the early stages of preparing for the 2018 timetable. While concerns have been raised around the quantity of teaching spaces available, Learning Resources has confirmed we are on track to receive a business case for learning space upgrades in quarter three this year.

The Student First Programme is preparing for a Council workshop in late April. In the interim, work is progressing on simplifying the enrolment process for 2018.

6. Office of the AVC Maori

Tangata Tū, Tangata Ora staff professional development programme:

General programmes and tailored programmes are being provided in 2017. Tailored versions of this programme have been provided to the UCSA Executive; to tuākana who are mentors and tutors; to some departmental tutors. We continue to receive requests for additional workshops to be provided.

Te reo in the Workplace professional development programme:

This staff professional development programme is continuing in 2017, with dates in March to November 2017. The programme is now facilitated by Tamara Kirwan, College of Education, Health and Human Development Māori Education Support Coordinator.

6.1 Kaiārahi Colleges

The Kaiārahi continue to have many hui with academic colleagues to assist in developing course content and ensuring that the kaupapa and learning outcomes are meaningful and visible within course content. The School of Mathematics and Statistics has created a Bicultural Komiti. The College of Engineering has created a bicultural review komiti which includes someone from each department. This komiti is working on gap analysis and completing the mapping process. The School of Fine Arts recently had their first mihi whakatau in 135 years and a visit to Taumutu Marae, which students and staff found valuable.

The number of Te Ohu Reo requests continues to grow. Many of these requests are for translations and also for use of te reo on campus. Anecdotal comments indicate that there is greater use of te reo by staff and positive feedback from staff who are appreciating the use of te reo.

6.2 Kaiārahi Service Units

The Kaiārahi has been working with Human Resources in particular to create the policy and processes for the Kia Ngaringari Māori staff recruitment pilot, a significant development for the university. This mahi (work) has involved creating new materials for Human Resources processes and providing a workshop for Human Resources advisors. Colleagues from a range of service units are meeting regularly with the Kaiārahi for waiata Māori and mihi mihi practice. There have been many requests for advice due to the RRSIC and smaller projects and the Kaiārahi continues to provide advice and guidance from mana whenua on many topics.

6.3 Visits from indigenous scholars

Office of AVC Māori recently hosted Associate Professor Kiana Frank, University of Hawai'i, Manoa and Ms Kapua Chandler, a PhD student from UCLA. Both visitors found their time at UC fruitful. Assistant Professor Chandler is collaborating to develop a research project involving both UH and UC which may be an opportunity for postgraduate research and postgraduate student exchanges.

6.4 Māori Student Development Team

The first term has been very busy for the Māori Development Team (MDT), with many students calling on their advice and support. Many students have commented on the improved visibility of the team in its new location. Tuākana have been trained and many are now mentoring new students. Tuākana are also providing additional academic support to new students through small group subject-focussed workshops. Te Punenga, our development programme for postgraduate students has begun for the year with good attendance at the first workshops. The postgraduate student advisor continues to work with the Academic Skills Centre to provide writing workshops and targeted workshops based on student need. Ngā Pae o Te Māramatanga, which provides a contribution to the budget for this programme, has recently noted they are pleased with both student participation in the programme and outcomes of conference participation, nationally and internationally.

The Māori Student Development Team hold a weekly waiata Māori session and all staff are welcome to participate. These weekly sessions started with Māori Development staff and numbers attending have now grown to forty-plus staff regularly participating. These waiata sessions are held from 11-12 noon on Wednesdays in room 208 in the Te Ao Mārama building.

6.5 Māori Recruitment and Outreach

The Māori Recruitment and Outreach Advisor collaborated with the Liaison and UC Events and Partnerships teams on the Year 12 Discovery Day held on 11 April, which included a morning session for rangatahi Māori. The advisor continues to work with local high schools and is taking Tuākana to visit schools and speak with high school students about their experience at UC. The opportunity for kanohi ki te kanohi is really enjoyed by high school students. The advisor is also working with Te Tapuae o Rehua and Ara to ensure that Māori high school students have a good understanding of tertiary study options in Ōtautahi and which qualifications will equip them for the career or careers of their choice.

6.6 Māori Research

The new Masters in Māori and Indigenous Leadership is well under way as an important postgraduate course offered at Aotahi School of Māori and Indigenous Studies, College of Arts. This course is being coordinated by Kate Cherrington and Bentham Ohia. Another postgraduate course, Culturally Inclusive Pedagogies, has been running this semester for the first time in the regions – at the Rotorua campus. A second semester course on The Treaty and Education is already attracting high interest. Actual and predicted enrolment numbers are quite high so there is reason to think in terms of long-term advantages for these regional courses. A five-year UC and Ministry of Education project has culminated with the publication of five sets of resource materials which will have high relevance in the sector. Two UC Māori staff have been working with a government Advisory Group, Superu (Social Policy Evaluation and Research Unit), to advance a Families Commission unit of work.

7. CONNECT

Engagement Data	
Intercom	Open rate 45.4% - (International benchmark = 21.8%)
Insider's Guide (student newsletter)	Open rate 55.3%
Twitter	4,984 followers (up 62) We ranked first for Engagement/Fan ratio.

7.1 Project Communications

A 'Watching Eyes' campaign to help deter bike thieves on campus was initiated and posters installed in all four secure bike stands. Effectiveness will be monitored by UC Security. Uni-Cycle pathway updates are being regularly circulated to keep staff and students informed of all work being undertaken on or near campus. Communications and Learning Resources are working together to ensure that the local Dovedale community and Sonoda residents are informed of project plans for accommodation on Dovedale campus. Grand opening communications plans for RRSIC and the Arts Centre have been developed.

7.2 Media

March media coverage of UC-related topics was again overwhelmingly positive, with many the result of proactive efforts. Highlights included the media launch of UC Motorsport's fully recyclable plastic electric eco-marathon car which competed in Singapore in March – the first New Zealand entry in the international endurance contest. Coverage was prominent on TVNZ and Stuff.co.nz. The UC team won the Shell Eco-marathon design excellence award, a trophy and US$3000.

Other proactive stories included reflecting the increase in enrolments in 2017, with an especially significant rise in international students. Another was Prof Brendon Bradley winning the 2016 Prime Minister's MacDiarmid Emerging Scientist Prize, and another, the Centre for Evaluation and Monitoring launching the Great KIWI English, mathematics and science competitions for primary, intermediate and secondary schools.

An analysis of coverage produced between 1 – 31 March 2017 (Broadcast, Internet and Print) found 676 items. This coverage reached a cumulative audience of 10,538,119 and had an advertising space rate of $3,243,308.

7.3 External Engagement

The first UC Connect public lectures for 2017 began in March, with UC academics Distinguished Professor David Schiel and Associate Professor Annie Potts kicking off the series. Both were interviewed on Radio NZ about their research as a result. This year's 12 currently scheduled lectures will include the science of rock-climbing, marketing mental wellbeing, science and 'junk science', as well as a performance music lecture at UC's new location at the Arts Centre.

7.4 Stakeholder Relations

UC sent a letter to neighbourss in early March reminding them how to address any behavioural issues by those who may be UC students.. After a number of complaints about student behaviour, another letter was delivered to students and residents living in the Clonbern Place and Siska Place, putting students on notice.

Student-related complaints are being handled in close collaboration between UC, UCSA, and the New Zealand Police.

A neighbourhood meeting with residents bordering the planned Sonoda accommodation project was held.

7.5 Events and Partnerships

Key recruitment or engagement events that took place in March included:

- The Women in Leadership breakfast in Auckland, targeting prospective women students in Auckland, Update Day for Auckland Career Advisors to brief them on developments and changes at UC's Ilam campus.
- Career-focussed events also began, with the Commerce Careers Fair and the Law Recruitment evening aiming to connect graduates and prospective employers. Both events almost doubled last year's numbers.
- The SVA delivered its UCan year 12 programme, giving high school students the opportunity to gain leadership and project planning skills, and put them into practice by volunteering in their community.
- With assistance from the Events and Partnerships team, the UC 'Cantabs' Crusaders supporters club hosted students at the first Crusaders home game of the season, part of the student experience effort alongside Orientation events that occurred in February.

7.6 Alumni and UC Foundation

	Income	**Distribution**
2016 Year End	$8.6m	$4.1m
2017 Target	$9.5m	$4.5m
2017 YTD	$1.3m	$1.3m
	Donors	**Gifts**
2001 to date	7,269	23,234
2017 to date	310	507

7.7 UCFA (US)

There was a UCFA Board Meeting in March and preparations are in progress to bring over some major donors for the Arts Centre opening in May.

7.8 NZ Trust (UK)

Events are being promoted for Oxford, Cambridge and London as well as individual donors, University and alumni meetings have been scheduled for early May. The UC delegation, including the Registrar, will be meeting with the recently appointed New Zealand High Commissioner.

7.9 UCF

The UCF Audit was finalised in March with no issues or concerns. The audited financial statements will form part of the 2016 UC Foundation Annual Report, due in July, which will also include impact stories. Trustees have met with Bradley Nuthall and JB Were as part of a review of UCF's investment strategy – 2016 returns were 6%.

Annual fund mailing, focusing of the UCSA campaign, was mailed to 29,000 alumni, with email campaign and telephone follow-up planned for April and May. Beca and Hellers have both sponsored the UCSA campaign. Work has started with the College of Business and Law, and Research and Innovation on the engagement of Finance and Economics graduates in Auckland. Two applications for Lotteries Commission funding have been submitted for a total of $1m.

7.10 Stewardship

The Stewart Dining Room naming event was held in March with close family and friends of the Stewart family in attendance to recognise the family's generational support for UC. The team has also worked with Events and Partnerships and the College of Arts on the recognition of donors for the Arts Centre site for the opening on 17 May. The Scholarship Morning tea in March acknowledged scholars of 12 different awards, who met with UCF Trustees. The team is also involved in preparations for the launch of China Southern/Mt John partnership announcement on 21 April with College of Science, and Learning Resources.

7.11 Alumni

The UC Alumni Facebook page, at more than 4,000 followers, is the second largest of New Zealand university alumni pages.

8. ENABLERS

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

8.1 Staff Matters

Staff are currently contributing to the reflection, discussion and action planning on organisational culture. This is one of the most important initiatives UC is undertaking at present.

Some collective behaviours are better enablers of organisational effectiveness than others. The research tells us this, and it is supported by the early results of our staff surveys about what sort of organisation we want to work in. So, we need to focus on the way we do things just as much as we concentrate on what we are doing.

We are surveying staff and asking for work on the survey results on an area-by-area basis. This process has begun, and is at different stages in the Senior Management Team, Learning Resources, the College of Education, Health and Human Development, the College of Business and Law, Student Services and Communications, and some Human Resources areas. The following areas will be surveyed later this year: the College of Science, the AVC Maori's office, Financial Services, the Registrar's portfolio, the DVC Academic's portfolio, and the DVC Research and Innovation's portfolio.

The College of Arts, the College of Engineering, and remaining Human Resources areas will be surveyed in 2018.

Professor Wendy Lawson, PVC of Science, won the Asia Pacific Spatial Excellence Award for 2017 in recognition of her leadership in the field.

8.2 Infrastructure

See details in the Appendix.

9. Financial Outcomes: (Management Accounts to 31 March 2017

March 2017	Actual Year to Date $000	Budget Year to Date $000	Budget Variance Year to Date $000 Fav/(Unfav)*	Budget Full Year $000	Forecast Full Year $000	Full Year Forecast to Budget Variance $000 Fav/(Unfav)*
Total Operating Income	82,814	88,308	*(5,494)*	351,050	347,111	*(3,939)*
Total Operating Expenditure	81,196	86,467	*5,271*	360,170	357,766	*2,404*
Net Surplus/(Deficit)	**1,618**	**1,841**	***(223)***	**(9,120)**	**(10,655)**	***(1,535)***
Net Surplus/(Deficit) as a % of Total Operating Income	2.0%	2.1%		(2.6%)	(3.1%)	
Capital Expenditure	**43,913**	**71,022**	***27,109***	**205,980**	**205,980**	***0***
Cash/ Short Term Investments/ Short Term Government Stock	**305,302**	**285,368**	***19,934***	**138,268**	**200,732**	***62,464***
Working Capital	**198,310**	**195,034**	***3,276***	**107,074**	**169,538**	***62,464***

* 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 unfavourable to budget as at March 2017. This overall unfavourable position is due mainly to unfavourable variances in sundry income (mainly income from UCF/ Trusts), and tuition fees. Actual Total Operating Expenditure is favourable to budget. This favourable variance relates to operating expenses (the most significant savings relating to outsourcing/ contracts, consultancy expenses, advertising, and commissions and levies) total personnel expenses (the most significant individual variance relating to leave provision adjustment), and building depreciation. At this time of the year, the majority of the difference is mostly phasing.

We had been budgeting for an operating **surplus** as at the end of March 2017 of $1.841 million, but have returned an operating **surplus** of $1.618m. This is an unfavourable variance to budget of ($0.223)m.

Capital expenditure is currently $27.109m below budget. $37.312m of the expenditure incurred to date is UC Futures-related (CETF, RRSIC, and Rehua) against a year–to-date budget of $55.599m.

At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by $8.822m.

9.1 Cash Flow

The March 2017 cash position of $305.302m is higher than budget by $19.934m due largely to higher than expected balances at 31 December 2016, maturing term deposits, and failure to meet budgeted capital expenditure expectations. We are holding adequate short-term cash reserves to meet expected capital costs for the CETF, RRSIC and Rehua projects.

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

TEC, which must approve all borrowing under the Education Act 1989, has provided a borrowing consent, of which a key condition is that once UC is required to borrow more than $65 million an independent advisor will be appointed who will advise on the financial risk to the Crown and assist the UC Council in managing financial risk.

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

9.2 Working Capital

Working capital[1] of $198.310m at 31 March 2017 is $3.276m more than budget, mostly due to the higher cash balance explained above and lower current liabilities.

10. COLLEGE SUMMARIES

10.1 College of Arts (Te Rāngai Toi Tangata)

The College has developed a process and goals for revising the College's long-term Strategic Plan. These included a review of the structure, content and delivery of the BA and related degrees in the College, a review of the College's research strategy, and of its core messaging. To help provide a context for this, at the March meeting of the College the PVC also outlined the College's key SSR targets for the next three years. This target date for the completion of this strategic review process is the end of 2017-early 2018.

The many seminars, publications, performances and other events delivered from the College of Arts are advertised in our weekly newsletter *Arts Update*, and many recent events are included online at: *http://www.canterbury.ac.nz/arts/arts-news/* . Recent announcements include the upcoming conference *Oceanic Memory: Islands, Ecologies, Peoples*; Associate Professor Amy Fletcher (Political Science) facilitating an Innovation Workshop at JADE Software Corp. on "Future Work: Disruptive Technologies and Social Change", a School of Fine Arts exhibition by 2016 Olivia Spencer Bower award-winner Christina Read titled **1. Here's a Plan – (~~things to do~~),** and the Department of Linguistics hosting the Canterbury Regional Final of the New Zealand Linguistics Olympiad.

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

The performance section of the School of Music and the Department of Classics are now based in the UC building at the Arts Centre (the former Chemistry building). Regular concerts have begun in the building, including the New Music Central series on Monday evenings, featuring music from across the spectrum of styles created in this century or the last, and the student-based Friday lunchtime concert series. The formal opening of the Teece Museum of Classical Antiquities, which includes the Logie Collection, is scheduled for mid-May.

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

UC Business School Story: Over the past three months staff and students in the UC Business School have been working with employers and other stakeholders to develop the School's 'story'. This narrative builds on the School's recently updated mission, values and purpose to highlight the School's key research/ teaching strengths and points of difference, the international and industry relevance of its flexible programme offerings as well as the School's future strategic priorities including digital integration and entrepreneurship. Once finalised, this story will form the basis for video, power point and print presentations featuring recent Business graduates that will be used to promote the UC Business School to prospective students and external stakeholders and partners. Colleagues in the School of Law will begin work shortly on developing the UC Law School's 'story'.

Internationalisation and international student recruitment has been a major focus of activity over the past month. Several academic colleagues have visited overseas partner institutions in China (Capital University of Economics and Business and Zhongnan University of Economics and Law), Hong Kong (University of Hong Kong) and Malaysia (KYS Business School).

Hannah Vu, College International Student Coordinator, represented UC at student recruitment fairs and schools in Vietnam. the College's International Business Development Manager Dave Connell attended student recruitment fairs in India, before travelling to Dubai, where he gave the keynote address at the Navitas Middle East, Northern, Eastern and Southern Africa (MENESA) 'enhancing Partnerships' Conference, attended by key MENESA agents and Navitas staff, who represent New Zealand education institutions in the region.

The College also co-hosted (with IRO) a delegation from the Paris School of Business (PSB), with whom the UC Business School has an MoU and articulation agreement allowing PSB undergraduates to spend a year studying at UC. PSB is keen to extend this partnership to include postgraduate PSB students. Meanwhile, at the April meeting of the meeting KYS Business School-NZ Universities Consortium (Commerce) Advisory Board meeting, we received confirmation that 43 KYS Business School students (sponsored by MARA and JPA) will transfer into the second year of the UC BCom (Accounting) programme.

10.3 College of Engineering (Te Rāngai Pūkaha)

EFTS in the College continue to build year-on-year, with this year being no exception. Our Engineering Intermediate EFTS numbers are now at the same level as those in the first year in Auckland University.

The College recently held a Strategy Day called "Back on Track", when the College reflected it drew up a very aspirational vision in 2013, and took the time to re-visit it and discuss its relevance in 2017. This positioned College thinking on how to be impactful on the world stage, and takes staff above their daily operational work of moving into new buildings and getting more students. We will follow up the work by refining the 2013 vision, communicating it widely, and then building a new strategy under it to support it. This work will be completed by late 2017.

Work is ongoing to develop and market the new School and Degree of Product Design which commences in Semester One of next year. The school has had many invitations from schools to speak about it, and some overseas enquiries. In June-August Professor Conan Fee, the Head of the new school, will visit other Product Design Schools in Europe to experience their teaching, programme content and student project work in this exciting area.

Finally, the new Core building is being used by more students than ever, with reports of high numbers using the facility during the weekends as well. Together with the restored access the lecture spaces E5, 6, and 7, and a new Drawing Office, it is has been a sucessful start to a very impressive space.

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

The School of Teacher Education has commenced its new community-based learning course for the Bachelor of Teaching and Learning (primary and early childhood teaching). UC is the first university in New Zealand to offer undergraduate students in teacher education the opportunity to complete a course in community-based learning (in addition to their required teaching placements in schools or early childhood centres). This course involves placement in a range of health, social, voluntary, Māori or Pasifika communities relevant to the development of children's education, health and wellbeing. The College has built partnerships with community groups and social agencies to place 200 students and these students are currently undertaking the course. The College has already received excellent feedback from service providers on the tremendous value that our students are adding during their placements. The College is also receiving great feedback from our students in regards to broadening their knowledge and exposure to individuals' or families' differing life circumstances and the support agencies within our community. They believe this experience will better prepare them for teaching,

Professor Missy Morton, Head of School of Education Studies and Leadership, has resigned to take up a position as Professor of Inclusive Education and Disabilities studies at Auckland University from early July. Professor Morton has been an outstanding leader for the School for the past six years and we wish her well in her new position. The College is undertaking an internal process to appoint a new Head of School. We have very strong applicants for senior lecturing positions open in e-learning, literacy education, and child and family psychology and are confident we will secure academics with strong research and teaching profiles for all three positions.

10.5 College of Science (Te Rāngai Pūtaiao)

During the last month, enrolments have continued to be processed, to the extent that we now have 50 more EFTS than at this time last month. Most of these additional students are postgraduate thesis students, whose thesis work begins at any time during the year, rather than on the regular academic year schedule. Our analysis of the patterns of enrolment suggests we have lost students to the more vocational programmes, including engineering. One of the starkest features of the change in enrolments since 2016 is that in terms of the gender of students, the reduction in EFTS since 2016 is entirely accounted for by a reduction in the number of male students – the College has gained female students.

Over the last few years, the College has established five new one year 180 point 'named' Masters degrees – with two more in the pipeline – and the enrolments in these programmes are building overall. Indications are that the new major in the BSc in Environmental Science is going to be popular – already, 70 students are enrolled in the first year course. What is clear is that our iconic, generically-science branded degrees - our BSc, our BSc (Hons), and our MSc - have lost significant ground over the last few years. The College is working hard on a range of communication, recruitment and marketing initiatives that showcase career opportunities that arise especially from

the BSc. We are also exploring opportunities to profile the opportunity to prospective students to bring science learning together with business learning.

On the research front, The College continues to be extremely active in seeking and secure research funding of various types, with more than $40m of projects from the College in progress with Research and Innovation. Both of the inter-College and interdisciplinary research clusters – in Material Science, and Health Sciences - are running events this month aiming to bring together groups of researchers who would not otherwise interact, to create new ideas and new opportunities for fundable projects.

Meanwhile, the Easter mid-semester break means fieldwork of various kinds for many of our Departments, with field parties at Cass, Westport and Kaikoura, amongst other places. The College is very pleased to be offering the Elaine P Snowdon Astronomy Camp during 17-21 April for year 13 science students – this camp is supported by donations through the UC Foundation and offers 20 places to students from around the country to come and experience the excitement of astronomy, first on campus, and then at the Mt John Observatory. The College was pleased to have had more than 100 applications for the 20 places. The successful students are already networking and getting to know each other on Facebook, with some receiving media coverage in their home towns.

11. Conclusion:

2017 was always going to be a year with challenges – ambitious recruitment targets, tight timeframes for building completions, a demanding programme to review academic regulations and confirm the business case for the transformation of the student experience in relation to admission, progression and completion of courses and qualifications at UC, in addition to progressing work on the Graduate Profile and our organisational culture. At the end of the first quarter it is clear that while we have made progress, the pace we have set for ourselves is demanding and we are a little behind plan in student numbers, major building works and financial performance. At this stage there is every reason to believe we can catch up by year end but that will require continued focus, flexibility, collaboration and some luck.

12. Appendices

12.1 Appendix 1: Building Update

Overall

All campus projects continue to be very busy with the number of tradespersons on Rehua increasing to 135, CETF at over 120 and RRSIC Stage One remaining at a peak of around 300. Work is continuing safely on sites with no major injuries reported for the last period.

Campus Construction Safety Group

The Campus Construction Safety Group continues to meet, focussing on the construction projects and their Health and Safety implications on the University's day-to-day business and reputation. Recent drug testing and drug dog site visits occurred during the month and testing of more than 500 persons resulted in four sub-contractor staff being removed permanently from UC sites.

In response to UC raising their ongoing concerns with trending of minor incidents on projects at the last meeting, Hawkins presented an alternative protection eye wear they had recently started trialling. In addition, Fletchers presented a skull cap to be used as approved alternative head wear protection for tradespersons working in restricted overhead ceiling services spaces rather than the traditional protective cumbersome headwear.

Current Building Status

Key Progress this month:

Major work

Rutherford Regional Science and Innovation Centre (RRSIC)

RRSIC Stage One
The Construction Programme status remains as follows:

- Baseline Practical Completion date – 2 May 2017
- Current Programme Practical Completion date – 22 June 2017

The implications of these dates has triggered ongoing program and commissioning reviews in response to the complexities involved in completing such a large and service intensive building. Commissioning meetings are progressing well and supported by all stakeholders.

On site works are as follows:

- Second fix installation is in progress on all levels.
- The installation of the chilled beams is nearing completion.
- Suspended ceiling framing is in progress on levels 2 to 5, works on Level One are yet to commence.
- Internal wall framing is complete to all levels with plasterboard stopping and painting progressing throughout.
- Installation of flooring continues to areas as and when they are available, this is being installed prior to joinery installation.
- Services installations, fire, electrical, HVAC, lab gasses, AV, security and hydraulics continue on all available floors. As sections are completed the services are tested to confirm installation.

- A close-out programme has been put forward, which is under review by the design team.
- The café fit-out tender is under final review with final negotiations due to commence in the next two weeks.

RRSIC Stage 2

- The contract for Stage Two has been executed, and the first two levels of the von Haast building handed over to Dominion.
- Testing for contaminates and asbestos is under way.

Canterbury Engineering the Future (CETF)

Tranche One

- Practical completion has been awarded for both ECE and CAPE.
- Decant into CAPE was substantially completed by the end of March.
- CORE was handed over to UC on 15 February and, as planned, teaching commenced from the start of Semester One. The Core area is very well used and has received many compliments. However, practical completion will not be provided until Plant Room 12 is fully commissioned due to co-dependencies with the CORE.
- The CORE café fit-out is under way and expected to be completed by the end of April. A temporary coffee cart has been provided within the CORE and food trucks are supplementing cuisine offerings near the building.
-

Tranche Two

- During the month the main challenge continued to be programme management and delivery dates to achieve 'ready for teaching' by the start of Semester Two, a project target that appears to be increasingly unlikely.
- Proposed solutions are being actively pursued via the CETF Collaborative Management Team (CMT) and reported to the PCG.
- The main activity on the Tranche Two buildings (CNRE and MECH) comprises installation of the external envelope and includes completion of the replacement of the roofing before the Easter holiday weekend.
- Window installations are almost complete and external wall cladding is progressing well.
- ECU enclosure has commenced on CNRE wing.
- Internal fit-out and services first fix works are well advanced in most areas on both wings.
- In addition to the above considerable independent and joint activity has been generated to prepare for the probable reset of the project in response to the Hawkins' offer and continuing negotiations.
- Hawkins and UC teams have approached these tasks with considerable energy and commitment, with continuing focus on program delivery milestones.

Electrical Link Reclad

- Demolition of all façades is progressing well and scaffolding is now completed.
- Trial rain screen panels have been tested and the shop drawing process for these and the alucobond cladding are well advanced.
- The roof guttering has been found to be quite decayed as it was originally installed at significantly lower falls than the building code requires. The gutter will be demolished and replaced.
- The gutter redesign will entail a small redesign of the roof line and replacement of the roofing iron which will coincidentally further reduce the opportunities for pigeon roosting.
- As the colour steel roofing is nearly 30 years old, it is proposed to replace it with new iron, ensuring the roof is subject to new warrantees.
- Some program delay is being experienced but the budget position remains strong.

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

- The PCG recently confirmed that the building is to be delivered 100% ready for occupancy and that staged delivery options will not be considered.
- A special meeting of the PCG on 14 April will consider recently emerged programme concerns and delay claims. Hawkins will provide a revised program prior to the special PCG meeting.
- The project team are making every effort to actively manage programme pressures by reintroducing Design Coordination workshops and increasing Consultant attendance on site in the short-term.
  Design coordination remains the biggest programme risk and a weathertight shell is the highest current priority for the team. Completion of the façade remains a significant programme risk.
- The project is currently on budget with the major budget risk at present being continued programme delay.
- Cashflow to complete the project remains achievable at circa $4m per month if there are no delays.
- The façade internal panels are now fitted to 90% of the building elevations and external glazing is well under way.
- Aurecon (façade engineer) has met with Hawkins to establish principles and guidelines for managing QA processes. Following that meeting Hawkins submitted their detailed QA plan for review.
- The delivery and installation of fluid viscous dampers continues without delay.
- Fit-out works are proceeding in the north building and have now commenced in the south building, including internal partition installation on the first four levels.
- The café fit-out tender is expected to go to the open market in April 2017.

<u>Other Buildings/ Projects</u>

UCSA

- Early enabling works consisting of ground works, soil cement stabilisation, and construction of the gravel raft have commenced on site. These works will be completed by June 2017 before handover to the main contractor.
- The building is currently in the last stage of detailed design and has been submitted to the various consenting authorities.
- The final tender process will progress in April with the approved shortlisted contractors.

- 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

- All rooms have been completed by the main contractor. The fit-out of the Logie Gallery/Teece museum is under way. The mosaic cases are installed in the raised floor and are complete and operational.
- The mosaics have been relocated from the Ilam Campus and are ready to be installed in the cases.
- The project cost estimate sits very close to the approved budget.
- Some defects are to be remedied during the Easter break.
- The grand opening is planned for 17 May which will include the formal opening of the Teese Museum of Classical Antiquities.

Residential (Student) Accommodation

Demand and supply of beds

- Capital Works is continuing to work on developing a high level strategy, and is reviewing the demand forecasts with PWC engaged to provide an initial update in April. This will inform the timing of future developments.
- Applications for accommodation during 2017 are being closely monitored with the decreased demand for returning students noted.

Postgraduate apartments at Dovedale

- Initial design has been provided for review by UC and feedback provided to the Design Build team.
- Resource Consent and initial building consents have been applied for.
- Efforts have been made alongside CLV to address concerns about an adjoining development on the tennis courts raised by some Sonoda residents.

St Nicholas Hall (Kirkwood Avenue Halls)

- All physical works, including the construction of the bike shed, are completed. This satisfies the Resource Consent and the project is now fully complete.

Head leases and standalone houses

- The Accommodation PCG has agreed to the recommendation to progressively reduce the number of leased properties when the properties either expire or come up for renewal. It is envisaged that by the end of February 2018 there will be a significant reduction in the total number.

Upgrade of Existing Residential Halls

- The design solutions in order to achieve Council policy of 67%+ NBS strengthening have been completed and final costings and an associated program of works have been presented to the Residential Accommodation PCG.
- After a further review to establish if a shorter timeframe for delivery of these works was achievable it has been determined it is not possible without a considerable increase in costs.

Projects in planning this month include:

- Kaikoura Field Station replacement.
- Logie and Locke refurbishment.
- Innovative Teaching Environments.
- New Teaching spaces.
- Vacating Dovedale and Kirkwood Villages.

12.2 Appendix 2: Upcoming Events Calendar:

Date (day/date/month)	Time	Venue	Event name
Saturday 22 April	7.35 - 9pm	AMI Stadium, Christchurch	Crusaders v Stormers
Sunday 23 April	2 - 3.30pm	Horncastle Arena, Christchurch	Tactix v WBOP Magic
Tuesday 25 April	n/a	n/a	Serve for NZ (SVA)
Saturday 29 April - Saturday 12 August	-	-	UC Championship
Monday 1 May	6 - 7pm	Undercroft 101	Community Meeting
Tuesday 2 May	11am - 1pm	Undercroft Common Area	Volunteering Expo
Wednesday 10 May	9am - 1pm	Project location	SVA UCan Year 12 programme
Wednesday 10 May	10am - 3.30pm	Undercroft	Engineering and Science Careers Fair
Wednesday 10 May	TBC	TBC	Tactix In-Schools Training session
Wednesday 10 May	TBC	TBC	Tactix In-Schools Training session
Wednesday 10 May	5 - 8pm	Engineering Core	Techweek 17: People making a difference
11 - 13 May	9am - 3pm & 5 - 7pm. 9am - 3pm. 10am - 3pm	Horncastle Arena, Christchurch	Careers Expo (Christchurch)
Friday 12 - Sunday 14 May	TBC	Oamaru	UC Chc Youth Orchestra concert: Folksongs
Saturday 13 May	7.35pm - 9pm	AMI Stadium, Christchurch	Crusaders v Hurricanes
Monday 15 May	7.40 - 9.10pm	Horncastle Arena, Christchurch	Tactix v Central Pulse
Wednesday 17 May	5.15 - 6pm & 6 - 9pm	UC Arts City Campus, The Arts Centre	The Arts Centre opening
Tuesday 23 May	6.30 - 8pm	C-Block	College of Science – A Future in Science Careers Event
Wednesday 24 May - 2 August	-	-	UC Cup
Wednesday 24 May	7 - 8pm	C2 Lecture Theatre	UC Connect public lecture: To fall or not to fall: The Science of Rock-climbing. Presented by Professor Nick Draper
Thursday 25 May	1.30 - 2.30pm	School TBC	Crusaders In-Schools Training session
Tuesday 30 May	4.30 - 5.30pm	Rugby Park	UC Cup Training session
Wednesday 31 May	7 - 8pm	UC Recital Room, Chemistry Building, The Arts Centre	UC Connect public lecture: Life in conflict: Notes and afterthoughts from a performer/composer. Presented by Professor Mark Menzies

12.3 Appendix 3: VC Activities

Past	
29 March 2017	• Attended a function at the Arts Centre with Council and SMT
03 April 2017	• Participated in the International Board of Advisors Teleconference
04 April 2017	• Attended a lecture at the Arts Centre by Professor Stewart Titled 'Beware of the Centaurs and others Bearing Rocks' and a viewing of four items from the Logie Collection discussed in the lecture
05 April 2017	• Attended the Golden Graduates afternoon tea • Hosted a dinner for Christchurch CEO's
06 April 2017	• Attended a Universities New Zealand Meeting in Wellington
11 April 2017	• Attended the Graduation ceremony
12 April 2017	• Attended the Celebration for Maori Graduates • Attended the International Graduation afternoon tea • Attended the Graduation Dinner
13 April 2017	• Attended the Graduation ceremony • Attended the Post-Graduation events at the Ilam homestead • Spoke at the Graduation Ball
19 April 2017	• Attended a Serve for New Zealand Meeting
20 April 2017	• Attended Lunch with the Board of Education New Zealand
Future	
27 April 2017	• Attending an event to thank people who Supported UC's Centres of Asia Pacific Excellence (CAPE) Bid
01 May – 06 May 2017	• Travelling to China on UC alumni and recruitment business
10 May 2017	• Visiting Kaiapoi High School on Engagement Business
11 May 2017	• Hosting a welcome to new staff
16 May 2017	• Attending an SMT Development Day • Hosting a Dinner for a second group Christchurch CEO's at the Arts Centre
17 May 2017	• Attending the Official Opening of the Arts Centre
19 May 2017	• Hosting the Committee on International Policy from Universities New Zealand at UC
22 May 2017	• Visiting Linwood High School on engagement business
23 May 2017	• Speaking at a College of Science Recruitment event
24 May 2017	• Participating in a Teleconference for the Governance Oversight Group
25 May 2017	• Speaking at the inaugural class of the Masters in policy and governance
27 May 2017	• Attending an Early Childhood Learning Centre Anniversary Event

12.4 Appendix 4: Awards received by the UC Community

- **November** - Margot Gibson was announced as a Rhodes Scholar. Margot completed a Bachelor of Laws (Hons) and BA in February this year. She is currently an intern with the New Zealand Embassy and Permanent Mission to the United Nations in Vienna.

- November - 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-election lasers ($865,000)
  - Dr Louise Clark – What is the Southland accent? ($530,000)
  - Professor Antony Fairbanks – A new paradigm for organelle targeting ($870,000)

- November - Pro-Vice-Chancellor Professor Wendy Lawson won the Professional of the Year Award at the New Zealand Spatial Excellence Awards for her longstanding support for the geospatial sector in New Zealand.
- November - Professor Rick Millane was awarded the TK Sidey Medal by the Royal Society of New Zealand for his contributions to methods for imaging biological molecules.
- November - An innovative Māori research group won a national award for education research excellence. Members of the group include Dr Amy Scott, Professor Angus Macfarlane, Professor Gail Gillon, Melissa Derby, Te Hurinui Clarke, Dr James Graham, Rachel Martin, Dr Richard Manning, and Tufulasi Taleni.
- November - Author, illustrator and educator Gavin Bishop, ONZM, was awarded an honorary doctorate in Education.

- **December -** Council Medals, recognising Academic Excellence in Research and Innovation
  - Emeritus Professor Roy Kerr was awarded the title ‘Canterbury Distinguished Professor’
  - Associate Professor Michael Tarren-Sweeney was awarded the UC Innovation Medal 2016
  - Distinguished Professor David Schiel awarded the UC Research Medal 2016

- December - Rata Pryor Rodgers won a Ngāi Tahu scholarship and studied a Postgraduate Certificate in Antarctic Studies (PCAS) over the summer.

- December - Statistics Professor Jennifer Brown graduated with a Postgraduate Certificate in Strategic Leadership - her fourth tertiary qualification.

- December - Josiah Tualamali'i, a UC Political Science and History student and Pasifika youth leader won the 2016 Prime Minister's Pacific Youth Award for Leadership & Inspiration sponsored by Air New Zealand.

2017

- **January -** Stewart Alexander (PhD student in Chemistry), Liam Boardman (studying for a BA in History and Political Science), Catherine O'Donnell-Jackways (BA Law), Alexander Amies (PhD student in Mechanical Engineering) and Jack Hayes (studying for a BA in History and Japanese) won the University Challenge game show. The final was screened on Prime TV in January 2017.

- January -

  New Year Honours recipients
  - John Fiso, ONZM for services to sport, education and the Pacific community.
  - Benesia Smith, MNZM for services to the State.
  - Catherine Russell, ONZM for services to health and governance.
  - Dr David Mitchell, ONZM for services to education.
  - Desmond Smith, MNZM for services to rugby and the community.
  - Graham Leslie (posthumous), QSM for services to education.
  - James Jefferies, QSM for services to local government, theatre and business.
  - Emeritus Professor John Frederick Burrows, CNZM, ONZM, QC. Appointed CNZM for services to the State.
  - Huei (Lyn) Lim, MNZM for services to New Zealand-Asia relations and governance.
  - Maata McManus, QSM for services to Māori and health.
  - Vi Cottrell, ONZM, QSM. Appointed ONZM for services to Trade Aid and the Fair Trade movement.

- **February -** Professor Steven Ratuva won a prestigious Fulbright Senior Scholar Fellowship to carry out research as a visiting professor to three United States universities including Duke University in North Carolina, Georgetown University in Washington DC and the University of California in Los Angeles.

- February - Dr Regina Eisert was awarded a Pew Marine Conservation Fellowship recognising more than a decade of work protecting the world's oceans. Dr Eisert will analyse the long-distance movements, diet, preferred habitat, and foraging areas of the Ross Sea's largest predators – killer and sperm whales during the three-year fellowship project.

- **March -** Professor Brendon Bradley was awarded the Prime Minister's MacDiarmid Emerging Scientist Prize for his research into the effects of ground-shaking caused by earthquakes.

- March - Engineering students Jack Hendrikz, Jeremy Walters, Cam Thompson, Reuben Audley, Byron Engler, Sandy Morris, Simon Yip and Frank Sullivan were awarded a prestigious Design Award at the Asian leg of the Shell Eco-Marathon in Singapore.

- **April -** Awarded Honorary Doctorates
  - Pip McCrostie – Honorary Doctorate in Commerce
  - Dr Julie Maxton – Honorary Doctorate in Law
  - Peter Holdsworth – Honorary Doctorate in Engineering

- April - Wesley Mauafu received a Youth Champion Award in recognition of his work advocating for and supporting young Pasifika people in the area of wellbeing and suicide prevention.

- April - Alumnus Lachlan Matchett was named the Institution of Professional Engineers New Zealand (IPENZ) Young Engineer of the Year. He is currently RocketLab's vice president of propulsion.

- April - Professor Wendy Lawson has won the Asia Pacific Spatial Excellence Awards Professional of the year award.