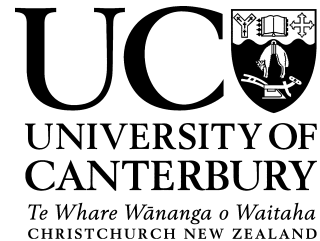


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**VICE-CHANCELLOR'S REPORT TO
UNIVERSITY OF CANTERBURY COUNCIL MARCH 2017**

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1. INTRODUCTION

As 2017 unfolds the sense of vibrancy on campus continues to grow. The opening of Kirkwood Hall and commissioning of the Engineering Core, with on plan progress with Rehua and RRSIC Stage One give confidence that as expected 2017 will see the delivery of projects initiated six years ago in the post-earthquake environment of 2011. Access to the Arts Centre location, while a year late, has been achieved. Our challenge to complete CETF stage 2, meet domestic recruitment targets and position for decommissioning the temporary villages over the summer of 2017/18, remains real.

While we have record numbers of students enrolled in Engineering qualifications and a positive recovery in Business and Law and uplift in enrolments in Education, Health and Human Development and in Arts, enrolments in Science have slipped for reasons we are still trying to understand fully. A disappointing outcome to the QS subject rankings and failure to win a Centre for Asia Pacific Excellence is a reminder of the intense competition that exists in our sector.

The launch of the School of Product Design, a record first-year class in the Bachelor of Criminal Justice (more than 300 students) and record interest in taught masters programmes show the importance of creating new programmes which appeal to prospective students today.

Overall we converted a little over 60% of domestic applications to enrol into enrolled students. (15% of full-fee paying applications). We never have, nor will we ever convert all ATEs to enrolled students but the declining conversion rate suggests prospective students are seeking to evaluate a wider range of options before selecting institutions and programmes. Increased choice and competition are driving up the cost of maintaining and growing enrolments domestically and internationally. Prospective students and their agents and advisors have increasing expectations that offerings will be easy to assess, selection criteria clear and understandable, application processes simple and offers of places promptly made.

2. STRATEGIC MATTERS

2.1 UC Futures

The opening of the College of Engineering CORE teaching and social learning space at the beginning of Semester One represents a major milestone for the UC Futures Programme, the College, and the University as a whole. Students, staff and visitors enjoyed the large modern open space on Orientation Day. This development is a key development in UC's move to adapt learning spaces to new ways of learning and pedagogy.

Strong enrolment recovery continues, albeit with much stronger international enrolment growth than domestic. Nevertheless, UC's domestic enrolment growth this year, although somewhat short of an ambitious target may be the largest growth of any New Zealand university for early 2017. We have still to recover our pre-2010 share of domestic enrolments and still have one of the smallest proportion of full fee paying international students of any New Zealand University. The opportunity to grow enrolments is real, the challenge is however significant. We are still forecasting to be within the 5% variance of target for domestic EFTs and total EFTs for 2017 under the Crown Funding Agreement.

2.2 Rutherford Regional Science and Innovation Centre (RRSIC)

The UC Council recently named the UC science precinct the Rutherford Regional Science and Innovation Centre and this report will now cover developments across that precinct undertaken through the RRSIC project. The project team is now ramping up the preparation and planning to move a large proportion of the College of Science into the new large laboratory block. College technicians are involved in that work along with internal and external commissioning experts and technical support staff. This large block (RRSIC Stage One) will have a progressive occupation with teaching and research equipment being installed and calibrated in a staged plan over some months. It is still forecast that the facility will be available for teaching in the second semester of this year.

UC is in the process of signing the contract to demolish the Von Haast building and construct its lighter airier timber-framed replacement with Dominion Constructors Limited, the company that delivered the Structural Engineering Lab on time and under budget.

2.3 Canterbury Engineering the Future (CETF)

The CETF project to demolish and rebuild most of the four major laboratory wings in the engineering precinct continues to achieve milestones but also to have challenges to both budget and programme. UC and the College are delighted by the newly opened CORE social learning and teaching space, with drawing offices, CAD suites, lecture theatres and meeting rooms located around its perimeter.

The construction contractor is Hawkins Construction South Island Limited, a wholly owned subsidiary of Hawkins Construction Group Limited. The parent company is the subject of a takeover notice lodged with the NZX on 6 March 2017 by the Australian based Downer EDI construction, telecoms and mining group. The implications of this takeover deal signed with the Hawkins parent company directors are yet to be fully analysed. UC is working to gain further information from Hawkins on the proposed takeover which involves a request to novate the Rehua construction contract to a newly formed Downer subsidiary while the CETF contract is completed by Hawkins under a service agreement with the new company which will assume ownership of all Hawkins staff, IP and assigned contracts.

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 College of Education, Health and Human Development continues to work on moving to digital systems and processes in preparation for the modern working environments in the new Rehua building. This includes the further development of online applications, migration to SharePoint, and the digitisation of existing records.

The tender for the café in the building is scheduled to go out in April, in preparation for an October 2017 opening of the building. There are some challenges in the installation of the terracotta brick-coloured façade on the building, but the team considers that these will be resolved in the coming months. Other works on the building can continue in parallel with the façade installation.

2.5 International Growth

Semester One total UC international full-fee EFTs have increased by 21% on last year (week 12 of enrolment) and the work to increase UC's proportion of full-fee students to reach New Zealand university averages continues apace. I visited India with the Pro-Vice-Chancellor of Education, Health and Human Development, Professor Gillon and Dr Stuart Wise of the School of Initial Teacher Education to meet prospective students, representatives of other universities, Immigration New Zealand and student recruitment agents in support of our International Growth Strategy. This was a successful trip, which also provided valuable insights into the way UC is perceived in this market. I estimate we presented (online and in person) to more than 400 students, fifty agents and visited the offices of the three major recruitment firms in India.

I will be visiting agents, partner universities and presenting to prospective students in China in the first week in May to further support the International Growth Strategy.

2.5.1 Graduate Attributes

Progress has been made with advancing the Graduate Profile in the targeted areas of curriculum development, staff engagement and student engagement. The Global Awareness framework is being discussed at College meetings and the Community Engagement framework has been circulated to Deans for upcoming meetings. Staff engagement has progressed with the advancement of the website, scheduled workshops and talks at UC Teaching Week in June. Student engagement has also progressed with the UCSA agreeing to participate in a Graduate Profile workshop. A meeting with a small focus-group of students is also being arranged.

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.

Programme reviews to map and include learning outcomes associated with the Graduate Profile continue to enhance both our understanding and articulation of all learning outcomes for undergraduate programmes of study. This will better position UC to promote its programmes to prospective students and to allow students to hold us accountable for delivery of these outcomes.

Attribute 1: Employable, innovative and enterprising

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

The increasing student interest in entrepreneurial activities was again revealed at the successful summer scholarship programme run by the Centre for Entrepreneurship and annual launch of the entre competition. Postgraduate students are seeking additional support in securing their first job out. Teacher shortages, especially in Maths, Physics and Chemistry teaching at secondary level, have ensured good employment opportunities for these graduates while continuing high levels of economic activity in a number of sectors such as construction, tourism and ICT continue to sustain high employment rates for graduates.

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 to take place on 23 March. During the summer, Kaiārahi and academic colleagues have continued to collaborate on course development and a number of colleagues have provided draft CUAP proposals for consultation.

For the first time in its history UC has more than 1,000 students who identify as Maori enrolled. While this represents more than 8% of enrolled students and is to be celebrated, it is still the case that the participation of young Māori in University education is about half the national average. Participation rates in the Canterbury region are not materially different from the New Zealand average. Ensuring we have appropriate programmes, a welcoming environment and support services for all students likely to succeed at University is critical. Understanding the barriers to access and success at University for any large under-represented minority group is not only in the interests of the institution but is in the interests of wider society. Researching and implementing effective interventions to enable access and support success for Māori in higher education is core business for a New Zealand 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 Office of the DVC (Academic) has adopted a more proactive leadership role in defining the framework for implementing the desired learning outcomes from this attribute. Professor Catherine Moran is leading this work.

Support was provided to the Student Volunteer Army for the successful 'Big Give' event that was attended by about 750 UC students and members of the community. The team continues to work with the Student Volunteer Army Foundation and its contractors for the Serve for NZ initiative planned for April, as part of UC's partnership agreement.

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.

As with the Community Engagement attribute, the Office of the DVC (Academic) has adopted a more proactive leadership role in defining the framework for implementing the desired learning outcomes from this attribute. Professor Catherine Moran is leading this work.

International Partnerships

The 14 students who took part in the 2017 Thailand Internship Programme returned home in February having spent six weeks at Mahidol University in Thailand. The focus now shifts to planning for the next 12 months, including increasing outbound mobility through international short courses and increasing enrolments through articulation agreements and other recruitment partnerships.

Study Abroad and UC Exchange

The focus for the team in February was on welcoming and assisting our Semester One intake of Study Abroad and Exchange students. More than 250 Study Abroad and Exchange students have enrolled, including more than 180 Study Abroad students. UC has welcomed students from several new Study Abroad agreements, including the College of Wooster, Gonzaga University, Case Western Reserve University and Pace University. The team also presented to several groups of new students as part of the international welcome and orientation activities.

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

Indications are that international recruitment for 2017 has been successful with a 15.4% increase in new to UC full-fee EFTs and 25.7% increase in returning EFTs, a total 20.5% EFTs increase year on year to week 12 of enrolments. We are now working hard on recruitment for July, October and February 2018 intakes. Recruitment activities are planned in Malaysia, India and China.

A visit to India with PVC Education, Health and Human Development was an excellent opportunity to connect with prospective students, agents and stakeholders. UC's targeted approach in India, focusing on a small number of key relationships has recently been endorsed by Immigration NZ as leading the market.

The 2017 International Student Welcome was well attended (over 300 students) and communications for international students were boosted with the one-stop-shop Welcome Centre and delivery of a new International Student Guide, bringing together all relevant materials for new students.

3.1.2 General

The process for fee-setting for 2018 has started and will include consideration of appropriate positioning and packaging of fees including the possible phase out of small additional fees i.e. early enrolment discount, late enrolment fee and transfer credit fee, which are irritants that do not generate much revenue. A Supply and Demand model has been built in order to better inform decisions regarding balance of nationalities within high demand programmes and the potential financial and student experience impacts. This is being discussed with College international committees.

The team is adjusting to the departure of the Director. The Associate Director is acting in the role while the recruitment process is under way.

3.2 Domestic Recruitment

3.2.1 Marketing

Social media activity continues to be high with UC either first or second for engagement across Facebook, Instagram and Twitter within the university sector. UC launched a Snapchat platform during Orientation which resulted in the platform gaining 700 followers. The Online WCMS phase III project continues, with the focus now on the College of Engineering. Google AdWords has experienced growth of 13% over January-February and web traffic was up 16%.

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.

Work is complete in regards to developing a specific ‘brand story’ for the College of Arts. This has involved interviews with students, staff and alumni. This process is now under way with the Business School. A photo shoot is under way for the College of Science. Planning is under way for photography that will cover ‘active learning’ scenarios for each of the college disciplines.

A suite of videos will be implemented progressively over the year – the College of Arts will be the first. Postgraduate Taught Masters Flyers are being developed for the International Relationships Office. Planning has been initiated for 2017 Open Day and Information session campaigns.

The Introduction to UC publication and new Accommodation Guide were printed in February. Work is under way on the seven discipline publications and the undergraduate prospectus.

3.2.2 Liaison

School visits for 2018 recruitment kicked off in February with visits in Christchurch, Auckland, Southland and Taranaki. These will continue through to the start of April. The focus of these visits is to introduce students to UC and motivate them to attend an Information Evening or Open Day.

Seventy-six prospective students and guests attended the Auckland Women in Leadership Breakfast that highlights the supportive environment UC provides for women. Thirty-two secondary school careers advisors and career practitioners participated in UC Update Day in Auckland which showcases programmes of study and unique selling points for UC.

In addition to beginning a new recruitment cycle, the team saw a total of 91 student appointments in the lead up to Semester One with 34 of these relating to course changes. The Welcome Centre in the Matariki Concourse has helped ease the pressure the team usually faces with timetabling issues.

UC’s engagement activities have commenced with UC’s Women in Engineering hosting local Year 12 female students at the first Crusaders game. These students had expressed interest in engineering through previous engagement events. The College of Business and Law was supported with their Young Enterprise E-Day, and initial meetings have also been held with local secondary school International Directors to introduce their new UC point of contact – the Senior Engagement Coordinator.

3.3 Student Services

3.3.1 Contact Centre

Call volumes were about 15% down on 2016 but overall call times were of slightly longer duration which offset this to some extent. Email volumes were again up on last year. This demand, and tighter overall resourcing put the team under pressure at times, which was reflected in service level being slightly under target on occasion. Wait times and abandonment rates were reasonable. Early IT access greatly reduced issues with students not being ready to begin their studies on time, although this resulted in less urgency to resolve payment-related issues.

3.3.2 Admissions

A total of 472 *admission with equivalent standing* (AES) applications were recorded as received in February. This compares with 266 and 488 AES applications received in February 2015 and February 2016 respectively. Almost three-quarters of the applications received this month (74%) have sufficient documents provided for the applications to be assessed. During February a number of the Admissions team supported the International Enrolments in person, identifying opportunities to improve the enrolments process along the way. The collaborative arrangements between UC and UCIC continue to be developed to transition more students in a timely and seamless way.

3.3.3 Enrolments

During February 20% more international students visited International Enrolments in person than in the comparable period last year. This is consistent with the 21% overall increase (15% increase in new to UC and 25% increase in returning full-fee EFTs) year on year. The processing of international students through enrolment took place between 14-17 February. There was a notable increase in the number of international students arriving late to Christchurch which placed extra pressures on the Enrolments and Finance teams. The Enrolments Team also supported the International Welcome Centre which was set up in the Matariki concourse. The Welcome Centre received an enormous amount of positive feedback about the warm, welcoming environment and the friendly staff supporting students.

	Headcount - Applications to Enrol						EFTS - Full Year Enrolled				
	ATE Enrolment Week: 25 (18/03/2017)						Actual	Actual	Actual	Actual	Budget
	2012	2013	2014	2015	2016	2017	2012	2013	2014	2015	2016
Domestic 1st Year	3465	3147	3487	3674	4259	4623	2,875	2,886	2,922	2,974	
Returning	10227	8933	8732	8538	8566	8908	9,459	8,495	8,245	8,079	
Total	<u>13692</u>	<u>12080</u>	<u>12219</u>	<u>12212</u>	<u>12825</u>	<u>13531</u>	<u>12,334</u>	<u>11,381</u>	<u>11,167</u>	<u>11,053</u>	<u>11,234</u>
International 1st Year	1294	1667	2443	2656	3385	3401	291	304	336	445	
Returning	816	718	716	682	808	980	546	495	439	434	
Total	<u>2110</u>	<u>2385</u>	<u>3159</u>	<u>3338</u>	<u>4193</u>	<u>4381</u>	<u>837</u>	<u>799</u>	<u>775</u>	<u>878</u>	<u>1,034</u>
Total	15802	14465	15378	15550	17018	17912	13,171	12,180	11,943	11,931	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 9th the next. ATE data is based on student headcount and based on the students citizenship status rather than fee type. Enrolments data is based on EFTS and the students fee type (Domestic or International).

3.3.4 Scholarships

Highlights for the Scholarships team in February included the retreat for the UC Emerging Leaders' Scholarship recipients which included a photoshoot of recipients for promotional posters that will be sent to schools in May. Further regulation updates to key 2018 scholarships have been progressed through the approval process. The team also undertook an information-gathering visit to AUT to review its set-up of CommunityForce for scholarship administration. The Scholarships Team has set up hundreds of scholarship fees payments and stipends for new scholarship recipients.

3.3.5 Accommodation and campus life

February student arrivals went well with more than 2,000 students now living in UC accommodation. The halls orientations have been completed and now the business of supporting academic success takes over. There has been very little movement of students between halls this year.

The numbers for International pick-ups has decreased slightly since 2016, but the team is still processing applications for new students.

Affiliated housing occupancy levels are at 96%.

Campus Living Villages (CLV) has given notice that as a result of their capital raising efforts, they are evaluating offers to acquire 100% of the business from the current owners. We have responded to CLV notification and indicated a number of matters that need to be addressed before management can recommend to Council that UC consent to the change in ownership.

3.3.6 UC RecCentre and UC Sport

The year has started quietly with about 12,700 visits through the centre for the month of January, as compared to 13,200 visits in January 2016. As at 10 February, there were about 9,300 members, of which some 8,820 are UC students, with turnstile counts of around 7,500 per day.

Total annual visits in 2016 were 52.61% higher than in 2010. While the RecCentre team is pleased with the increase in student activity, the RecCentre staff are somewhat concerned for the health and safety of users and the overall experience for both student and other members. Work is being done to assess what can be done within UC's constrained financial resources.

The team is rearranging the equipment in the exercise areas taking into account feedback from members, observation of their usage, and health and safety requirements. Adjustments will continue and the team is confident it will find the best compromise soon.

SMT continues to gather information to inform a recommendation to Council for a decision on the relative priority of investing in a replacement Recreation Centre and the need for more flexible large format lecture space.

3.3.7 UC Sport

Sport registrations – In December 2016 UC Sport engaged with prospective students during the UC Enrol communications campaign of targeted emails. There was a great response with an open rate of more than 50% and 465 ‘New to UC’ students connected to sport clubs and activities for 2017.

Social sport is 98% full which will see 25+ hours a week of activity during term time and nearly 100 student teams active weekly just in this competition.

3.3.8 Student Success

UniLife Programme

UniLife is a new integrated wellbeing education programme for UC first years not living in halls of residence. The programme delivers a non-academic first year experience that aims to increase retention into second-year by improving students’ self-efficacy and sense of belonging at UC.

The programme is primarily run by a team of ten senior student leaders thereby enhancing their employability by providing meaningful leadership and personal development opportunities. Student leaders were recruited from a pool of mentors and marketed the programme to first years via a call-out to 500 pre-enrolled students. The offer was taken up by 200 students who have thus far participated in four events.

Early feedback indicates the programme is achieving its goal of ‘friendship curation’ by helping students make connections to one another, to staff, and to the co-curricular opportunities available on campus. Upcoming events in the UniLife programme for Semester One include sessions on time-management, building resilience and grit and a social event with an international theme.

3.3.9 Welcome Centre

The new Welcome Centre initiative served as a drop-in point of contact for students and whānau arriving on campus at the start of the academic year. Operating daily on the Matariki Concourse for three weeks from 10 February and serviced by the Student Services Centre Helpdesk, student leaders and staff volunteers, a principal intention of the Welcome Centre was to effectively transition students into UC by engaging and building relationships with them. The Centre opened out onto the north side of Matariki with an eye catching café-like set-up of umbrellas, beanbags and tables and chairs. Data shows the busiest shift of the day was 11am-1pm, and the most frequent queries related to enrolment, followed by timetable issues, and then directions. Overall feedback about the Welcome Centre was extremely positive.

3.3.10 Disability Resource Service (DRS)

For the year-to-date, 281 students have been re-registered with the DRS and are engaged with their advisors and staff from the Alternative Format Centre to access support to assist them with their studies. Advisors are continuing to re-register returning students. Re-registering with the DRS will ensure students receive the appropriate learning accommodations and support they need. Currently the DRS supports students in about 180 courses of study.

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

Applications to the Royal Society of New Zealand Marsden Fund were submitted in late February, with UC submitting 92 applications for investigator-led research across science, engineering, maths, social sciences, law, economics, and the humanities. A review of Marsden applications across the 11 discipline panel over the last four years has highlighted areas where UC could improve to increase its funding success, and the R&I Office will work with College Research Deans to provide further support for Marsden proponents. Encouragingly, UC has consistently led the success rate across the university sector for getting proposals through the first stage in the last four years, but our success rate drops in getting full proposals funded.

Applications to the MBIE Endeavour Research Programme fund were submitted in early March. This fund supports ambitious, excellent, and well-defined research ideas which, collectively, have credible and high potential to positively transform New Zealand's future in areas of future value, growth or critical need. UC submitted nine applications. Similarly, UC submitted 14 proposals in the MBIE Endeavour Smart Ideas fund which are smaller in scale and typically are precursor research projects to develop full Research Programme proposals.

UC has submitted one bid to the Entrepreneurial Universities call with a proposal around development and innovation of autonomous vehicle / platform development.

UC's bid for a TEC-funded 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 were complimentary of many aspects of our 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.

4.1.2 Research Development

UC continues to seek opportunities in the MBIE Catalyst Fund call, and will review potential Rutherford Post-Doctoral Fellowship applications in the coming weeks.

4.1.3 Research Infrastructure

UC as a partner in the Genomics Research Platform for MBIE Strategic Science Investment call has been informed that the bid is the only one that will progress to a second stage, and the consortium lead (University of Otago), awaits the next stage of negotiation with MBIE. UC has developed a funding position as a partner in the New Zealand Synchrotron Group for a proposed "beamline" upgrade at the Australian-based facility, and is consulting with other New Zealand partners for a consortium consensus.

4.1.4 Research Reputation

Professor Brendon Bradley (Civil and Natural Resources and co-Director of QuakeCore) is a major winner in the New Zealand Prime Minister's Science Prizes, and has been awarded the Young New Zealand Scientist for 2017 at a gala function at Parliament. The award is for his world-leading on seismic deformation and impact on engineering structures and infrastructure and is a major honour for Professor Bradley and of course also enhances the reputation of UC.

Associate Professor Bronwyn Hayward is the only New Zealander appointed as a Lead Author for a special report on global warming for the United Nations Intergovernmental Panel on Climate Change (IPCC). Some 86 experts were selected from 39 countries from over 560 nominations to contribute to various IPCC reports, with Bronwyn's contribution revolving around political science and how impacts and mitigation of climate change can be addressed.

Gateway Antarctic marine scientist Dr Regina Eisert has been awarded a three-year Pew Marine Conservation Fellowship, and is the first New Zealander researcher to be so honoured by Pew. Dr Eisert studies marine mammals, nutritional ecology and mammalian physiology, and leads research on top Antarctic predators and studies the biological and political factors that shape big-picture marine conservation in Antarctica.

4.1.5 Postgraduate Research

The Post-Graduate Scholarship Committee has met and based on academic merit have allocated the 10 most Prestigious PhD UC Scholarships. The Scholarships comprise the following;

Brownlie Scholarship

Melissa Derby, Teacher Education

Roper Scholarship

Michael Currie, Biological Sciences

William and Ina Cartwright Scholarship

Linda Edwards, Educational Studies and Leadership

Ngata Centennial Scholarship

Kirsty Dunn, Humanities and Creative Arts

Matariki Doctoral Scholarship

Teariki o te maka Tuiono, Educational Studies and Leadership

Hannah White, Teacher Education

Nadia Williamson, Psychology

Canterbury Doctoral Scholarships

Wakayo Mattingley, Linguistics

Lachlan McKenzie, Mechanical Engineering

Madison Williams, History

It is noteworthy that six of these 10 PhD Scholarships have been awarded to UC students who identify as Māori.

The Summer Scholarship programme funded 101 undergraduate students for summer research projects, of which 71 have enrolled in postgraduate programs in 2017. The financial benefits of the programme are being reviewed.

To date 35 new PhD enrolments have been recorded this calendar year and 30 PhDs have submitted their theses, and are similar to 2016 figures for the year-to-date.

Following the advice from AQA as a CUAP requirement, the Postgraduate Office is revising UC regulations to ensure that PhD students are enrolled for a minimum of three years, not the possible two years currently, and these will be progressed through the relevant UC committees and boards. It is not anticipated that this will have any effect on our overall UC PhD completion rates as currently only a very small number of students complete in less than three years. Other Doctoral degrees (e.g., EdD and DMA) will not be affected.

4.1.6 Innovation

In recent proposal bidding for MBIE and the TEC funded Entrepreneurial Universities initiative, UC has completed a stocktake of innovation and commercialisation over the last decade originating from UC research, and is worth noting here. In total, UC has 16 licence agreements with various businesses, and 26 patents lodged in New Zealand and/or internationally, over the last 10 years. Further, UC has spun-out a number of commercial entities where initially the “academic entrepreneur”, the university, and venture funder / capitalist have varying equities.

Over the decade start-up companies, spun out of UC include WhisperGen, Veritide, ArcActive, PTL, Invert Robotics, Koti Technologies, Tiro Medical, Fluent, Syft, MARS Bioimaging, and Motim Technologies. At least two other start-up companies have been formed from UC in 2017 including “2.2G” around seismic dampening technologies, and “Flow Holdings Ltd” around organic battery technology. UC doctoral graduates play a significant role in RocketLab Ltd and no doubt our graduates feature among a large number of business innovations.

4.2 DVC Academic

The academic year has started with a significant number of new and modified programmes, either on their way through the Academic Board approval processes or in early development. We have about 11 proposals which will be put forward to either round one or round two of the Committee on University Academic Programmes (CUAP) review. We expect this number to increase.

A major contributor to this will be the outcome of the first stage of the Academic Regulations Review which started at the beginning of 2016. This is the first major review of the academic regulations in 20 years and will bring consistency in the presentation of the regulations and better understanding of consistent practice. I would like to note the significant investment of time by Deans, Academic Managers and others on this task which will pave the way for an improved student experience through the Student First Programme of work (previously called the Student Management System). Subsequent review work will be targeted on specific topics and reviews will occur more regularly in future.

We have seen a significant increase in enrolments in the STAR Student Programme, with 344 students enrolled as at early March. This represents an increase of 15% on 2016 and an increase of 62% over 10 years. We have 97 schools in the programme which has increased by 18% on 2016 and 120% over 10 years.

Two years ago we moved the Graduate Destination Survey to an annual cycle and added questions relating to the Graduate Attributes. The 2016 survey saw a response rate of 59%, which shows outstanding engagement with our graduates. Programme level reports from this data will be used in reviews and planning by colleges and departments.

The pilot project for accreditation for fellow or higher grades with the Higher Education Academy being administered by Academic Services Group is under way, with 18 staff currently engaged. It also has a pilot project on peer mentoring and development.

Now that the student numbers for Semester One have settled, the Timetable Team has been working on teaching space forecasts for 2018. These forecast will be used to develop the business case for the Teaching Spaces 2018 project. A range of other forecasts are also in progress which are based on a number of different scenarios including the widening of the scheduling window. A network map which can be used to identify any specific cohorts of students that could reasonably be timetabled on the Dovedale Campus has been developed to assist with this.

Following the completion of the second Investment Logic Mapping (ILM) workshop, significant revision to the Student First Business Case was required and significant preparation needed for SMT, FPRC and Council workshops. The programme continues to progress through the business case approval process with FPRC and Council reviews happening in the coming months. While there has been a need to focus selected resource on business case activity, the programme work streams continue.

4.3 Office of the AVC Maori

Tangata Tū, Tangata Ora staff professional development programme:

In January and February, four tailored programmes were provided for the Colleges of Arts and Engineering. One general programme, arranged via Learning and Development, was provided in early March. Another four general programmes and three tailored programmes will be provided in 2017.

Te reo in the Workplace professional development programme:

This staff professional development programme is continuing, with dates in March to November. Colleagues wishing to participate can enrol via the Learning and Development site on the intranet. Mary Boyce is now working with the Senior Management Team to build and extend their te reo knowledge and practice.

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 has involved creating new materials for Human Resources processes and providing a workshop for Human Resources advisors.

Location

Office of the Assistant Vice-Chancellor Māori and the Māori Development Team moved to the ground floor of Te Ao Mārama building shortly before the start of Semester One. The Ngāi Tahu Research Centre is now located upstairs in Te Ao Mārama building. This change means that it is much easier for students to access the Māori Development Team. This is reflected in both the number of student contacts and in the number of students participating in MDT events since the start of Semester One.

4.3.1 Māori Development Team

The Māori Orientation programme for new students was very successful with a record number of first year students and their whānau participating. Māori student numbers are up by 6% (50 EFTS) on 2016, however the 'new to UC' student numbers are only slightly up compared with the same time last year. The 6% increase includes students who have previously studied at UC and have decided to return and either complete their qualification or go on to further studies.

Tuākana have been trained and many are now mentoring new students. Other tuākana are 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.

4.3.2 Māori Recruitment and Outreach

The Māori Recruitment and Outreach Advisor collaborated with the Pacific Development Team to organise a UC tent and stand at the recent LYFE festival in Linwood Park. Tuākana assisted in staffing the tent and running games and fun quizzes for rangitahi and whānau attending the festival. Informal feedback from visitors to the UC stand was positive and the UC presence at this event was a great way to demystify what the UC experience is about.

The advisor is continuing to work with local high schools and is now 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.

4.3.3 Māori Research

The three Māori Research Units have been busy in terms of outputs and innovative activities. The Māui Lab has resumed the monthly presentations and along with the Ngāi Tahu Research Centre and Te Rū Rangahau, are hosting manuhiri (visitors) from abroad and from New Zealand. Bentham Ohia and Kate Cherrington were welcomed to campus, with Sir Tipene O'Regan extending the leading whaikōrerō (oratory). Bentham and Kate will be based at Aotahi and will be responsible for the new Masters in Māori and Indigenous Leadership.

An International connection with the University of Sydney saw several UC staff collaborating and presenting at an Indigenous Forum in February. In March the entire leadership team of the Māori CoRE (Centre of Research Excellence), Ngā Pae o te Māramatanga, spent a full morning at UC sharing information and exploring positive pathways of collaboration with 35 UC Māori researchers. Māori researchers are playing leading roles in several National Science Challenges, particularly *A Better Start* and *Building Better Homes, Towns and Cities*.

5. CONNECT

5.1 Project Communications

The Think first campaign was launched on Orientation day. Around 2,000 new students visited the Think first water station and heard one or more of the campaign's three key messages. An article 'Think first 101' received the second highest number of click throughs when it was published in the Insiders' Guide student newsletter on 26 February. Other collateral including posters and content for digital screens have also gone up around campus.

A submission around Campus Transformation was prepared and submitted for a 2017 Public Relations Institute of New Zealand (PRINZ) award. The submission, which outlined safety and campus vibrancy initiatives, was entered into the Sustained Public Relations category.

By the end of February, 10,000 UC pocket maps were distributed. This is now a well-known and consistently popular wayfinding product with all Colleges, service units and special programmes across the University.

The UC Campus Master Plan was launched on 23 January. It has had 1,891 total web page views (1,191 external) since. The Capital Works website, which includes all recent and current projects, has received 40,000 views in the six months since its launch.

The impacts and extent of the 2017 decanting programme have been communicated through all channels.

5.2 Communications and Engagement

<i>Engagement Data</i>	
Intercom staff e-newsletter	Open rate 43% (International benchmark = 21.8%)
Insider's Guide (student e-newsletter)	Open rate 54.2% (e-newsletter started 26 February) (International benchmark = 21.8%)
Twitter	4,920 followers (111 new followers in February) We ranked first for Engagement/Fan ratio with seven tweets in the top 10.

5.3 Media

February media coverage of UC-related topics was again overwhelmingly positive. UC's new Engineering buildings and UC videos about scientific research (Marsden Fund grantees) were well received, with greater media interest resulting. The Campus Master Plan received front page coverage, followed by a positive editorial.

Planets aligned, allowing UC astronomer planet hunter Assoc Prof Michael Albrow to be interviewed on the NASA announcement of a solar system with seven earth-like planets, as well as his own Marsden-funded research.

A UC story on research using a drone swarm to locate people post-disaster led to more interview requests for project lead Dr Graeme Woodward. UC's release on Summer Startup programme winners, Prof Steven Ratuva's Fulbright fellowship and Dr John Boereboom's opinion on school league tables all made the news.

CUP author Catherine Knight continued to receive praise for her work on New Zealand rivers. There was also great media interest in UC mathematicians Dr Jeanette McLeod and Dr Phil Wilson, who won MBIE Unlocking Curious Minds funding to take their Maths Craft Festival around New Zealand.

An analysis of UC coverage generated between 1-28 February 2017 (Broadcast, Internet, Print) found 445 items. This coverage reached a cumulative audience of 5,375,627 and had an advertising space rate of \$1,817,798.

5.4 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. This year's 12 currently scheduled lectures will include the science of rock-climbing, marketing mental wellbeing, and a performance music lecture at the UC Arts City Campus recital room.

UC Connect has already been in demand internally and externally, with all 2017 lectures scheduled and hundreds already registered to attend. Videos of most of the 2016 UC Connect public lectures are available to view on the UC Connect YouTube channel.

5.5 Stakeholder Relations

UC sent a letter to residents in early March reminding residents what the University expects of its students in the community and where complaints can be directed. Student-related complaints are being handled with close collaboration between UC, the UCSA, and the Police.

The UC Community Meeting on 13 February went well, with a range of topics discussed and a follow-up Community Briefing with residents on the perimeter of the Sonoda Development at Dovedale. The next UC Community Meeting is currently scheduled for 1 May.

5.6 Alumni and Development

The audit of the UC Foundation is under way, following a near-record result in 2016.

5.6.1 UC Foundation

	Income	Distribution
2016 Year End	\$8.6m	\$4.1m
2017 Target	\$9.5m	\$4.5m
2017 YTD	\$0.9m	\$0.7m

	Donors	Gifts
2001 to date	7,173	23,037
2017 to date	215	310

The focus is on the fundraising for the UCSA building, with a \$5m target. The total raised for the campaign to date is \$231k, from 168 donors, with the first corporate donor – Beca. An Alumni mailing to 27,000– “remember your UC” theme with decades images is planned for the end of the month. Two Lottery applications will be submitted this month and Trusts/Corporates/Major Donor prospects are being cultivated.

UCSA and UC will be in a position to submit a draft Deed and Funding agreement to their respective governing bodies for evaluation and decision making in April.

A small ceremony was held to celebrate the contribution of the Stewart family including the naming of the Dining room on level six of the Matariki building. UCF Trustees have been making thank you calls to donors. A Donor Thank you event Auckland on 23 February had 100% turnout at Duncan Cotterill. The Chancellor and Vice-Chancellor were in attendance. Two dinners and two breakfasts on 24 February with additional donors/alumni hosted by VC and Chancellor went very well.

Upcoming alumni events include:

- Mt John 29-30 April, which is fully booked.
- Golden Grads event 5 April at the Arts Centre – The Great Hall, fully booked (120) so we are running an additional morning tea.
- Crusaders – Alumni event 13 May – including a Facebook competition.

5.7 Events and Partnerships

International Welcome S1

International students welcomed to campus by UC staff and students with speeches, lunch and activities.

Community Meeting

Quarterly meeting held for local residents to keep them updated on UC's activities and provide them with an opportunity to raise any issues of concern.

Orientation Day

Annual event to welcome new UC students and their whānau to the University, transition them to the community, help them connect with other students, faculty and staff and provide information around the support and services available to them at UC.

This event is the last interaction with new students as part of the recruitment cycle and reinforces that they have made the right choice by coming to UC.

February 22 Anniversary

Cones and buckets of flowers were placed around the centre of Ilam campus for students and staff to acknowledge the anniversary of the February 22 Earthquake.

Kirkwood Avenue Hall Opening

UC's newest residential hall was opened by Minister for Tertiary Education, Skills and Employment, Hon Paul Goldsmith.

Crusaders v Brumbies

Women in Engineering hosted prospective engineering students. Alumni and UC Foundation hosted prospective donors in corporate seats.

Canterbury University Press

February 2017 sales highlights: *New Zealand's Rivers: An environmental history* was the top-selling book for the month. *Social Policy for Social Work and Human Services in Aotearoa New Zealand* was a close second.

6. ENABLERS

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

6.1 Staff Matters

Remuneration reviews for over 100 staff, including SMT, who have Individual Employment Agreements have been completed and are given effect from 1 April 2017. Remuneration under IEAs are aligned with median market rates for comparable roles. Unlike staff on the collective employment agreement, there are no automatic increases.

6.2 Health and Safety

Steve Hunter has been appointed as the new UC Health and Safety Manager.

Steve was previously the Regional Health, Safety and Environmental Manager (South Island) for Fletcher Construction. Prior to this position, Steve's previous employers have included Triex Health Safety and Wellness, Fletchers EQR, Hope and Aid Direct, and the Humberside Fire Service. Steve will start at UC on 3 April

6.3 Workload models

The Director of Human Resources will be working with PVCs to advance work on the workload model to enhance transparency, consistency and fairness in the workload academic staff face, particularly in respect to teaching and teaching related activities. It has proved to be more difficult and to have taken longer than expected to identify all the issues and to resolve them.

6.4 Space Utilisation Report

Delay in recruiting to the vacant role of space manager has delayed work on developing initiatives to improve the utilisation of space across campus. It was planned that Council would have had the opportunity to consider a report on these initiatives later in March. This has been delayed. The focus is on determining space utilisation as at 31 March to inform space charges in the 2018 budget.

6.5 Infrastructure

See details in the Appendix.

7. Financial Outcomes: (Management Accounts to 28 February 2017)

February 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	54,042	54,668	(626)	351,050	346,981	(4,069)
Total Operating Expenditure	49,407	55,287	5,880	360,170	360,170	0
Net Surplus/(Deficit)	4,635	(619)	5,254	(9,120)	(13,189)	(4,069)
Net Surplus/(Deficit) as a % of Total Operating Income	8.6%	(1.1%)		(2.6%)	(3.8%)	
Capital Expenditure	31,244	47,481	16,237	205,980	205,980	0
Cash/ Short Term Investments/ Short Term Government Stock	292,190	297,288	(5,098)	138,268	205,912	67,644
Working Capital	174,923	211,684	(36,761)	107,074	174,718	67,644

* 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 February 2017. This overall unfavourable position is due mainly to unfavourable variances in tuition fees, sundry income, and research external income. Actual Total Operating Expenditure is favourable to budget. This favourable variance relates to operating expenses (underspending across most areas) total personnel expenses (the most significant individual variance relating to leave provision adjustment), and depreciation. At this time of the year, the difference is mostly phasing.

We had been budgeting for an operating **deficit** as at the end of February 2017 of (\$0.619)m, but have returned an operating **surplus** of \$4.635m. This is a favourable variance to budget of \$5.254m.

While an initial forecast of full year revenue has been undertaken, no forecast of full year expenditure has been included in the full year forecast.

Capital expenditure is currently \$16.237m below budget. \$27.401m of the expenditure incurred to date is UC Futures related (CETF, RSIC, and Rehua) against a year-to-date budget of \$37.626m. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by \$6.012m.

7.1 Cash Flow

The February 2017 cash position of \$292.190m is lower than budget by \$5.098m. 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 \$65m an independent advisor will be appointed to advise on the financial risk to the Crown and assist the UC Council in managing financial risk.

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

7.2 Working Capital

Working capital¹ of \$174.923m at 28 February 2017 is \$36.761m less than budget, mostly due to the lower cash balance and lower current liabilities. To take advantage of higher bank deposit rates relative to Government Stock yields, short dated Government Stock was sold and proceeds placed on term deposits with maturity dates beyond 12 months leading to a reduction below budget of forecast working capital even although capital spending was below budget for the year-to-date.

8. Conclusion:

UC recruits about 1 in 10 of high school leavers who go on to a New Zealand university. That is not quite in line with pre-quake market share, in part because Canterbury as a region is now a smaller share of the National pie given the growth in the upper North Island. That makes our challenge in recovering student numbers to levels consistent with our capacity a bit more challenging. At every opportunity we need to promote the quality of a UC qualification, the quality of our learning environment and the special programmes we offer which are unique or rare. We also need to actively recruit locally and nationally – that is everyone's job. In the next three months we will set up the recruitment outcome for 2018. Our experience this year is that it is getting harder to convert those who apply to enrol into enrolled students. We will be taking actions to improve the rate of conversion from ATEs to enrolled students including making earlier conditional offers, confirming scholarship offerings sooner, tracking gap year students and staying engaged. We need to direct our outreach activities to schools that are more likely to promote UC and encourage students to come to UC. In 2019 we will not be funded for students we do not teach. I ask that everyone play their part in presenting UC to prospective students.

9. COLLEGE SUMMARIES –

9.1 College of Arts (Te Rāngai Toi Tangata)

No update provided.

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

Rebranding UC Business School: Following an international benchmarking exercise and consultation with staff, students and external stakeholders, the UC School of Business and Economics has changed its name to 'UC Business School'. The change in name is part of a rebranding exercise designed to enhance the School's identity, international reputation and profile, and also to increase international student recruitment; the term 'Business School' is clearly understood across the world and also aligns UC Business School with its major competitors within New Zealand.

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

NZ Statistics Data Lab at UC: Statistics New Zealand now provides detailed, individual-level data for research purposes. The dataset, referred to as the Integrated Data Infrastructure (IDI), contains microdata about people and households collected from a range of government agencies. This is a fantastic resource which is receiving increasing attention in New Zealand and abroad. See: http://www.stats.govt.nz/browse_for_stats/snapshots-of-nz/integrated-data-infrastructure.aspx. With detailed data like this, confidentiality is an issue which means that most IDI data can be accessed only in certified, secure Statistics New Zealand Data Labs. However, UC now has its own IDI Data Lab, housed in room 112 of the Business & Law building. To check how you can apply for access to these datasets via a Data Lab, please see: http://www.stats.govt.nz/tools_and_services/microdata-access/data-lab.aspx

Internationalisation: Dr Russell Wordsworth (MME) has been appointed as the College's International Dean. Together with other members of the College Internationalisation Committee, Russell will lead a review of the College's internationalisation strategy to support future growth in international student recruitment, and further internationalisation of curricula and students' learning experience.

UC Trading Room Facility: Work will begin shortly on construction of the UC Trading Room, to be located on the ground floor of the Business and Law Building. This facility will be used primarily for teaching undergraduate and postgraduate Finance courses. With live access to access to the Bloomberg database, students will be able to experience first-hand the pressures of working on a trading floor. The College would like to acknowledge the generous support received from the UC Foundation towards the costs of this project.

9.3 College of Engineering (Te Rāngai Pūkaha)

The College now occupies more than 50% of the refurbished space under the CETF project, and planning is well under way for re-occupation of the final two wings. It was thrilling to see about 1,000 new students in the Core being addressed on O-Day and the feedback from students about our new space has been extremely encouraging.

A launch event for the new School of Product Design and its degree was held on 14 March which was well attended by schools, and generated considerable interest. We now plan to take the Product Design presentations out and about across New Zealand. Early indications from teachers match the market research that we commissioned in 2016, that the programme fills a much needed gap in student choice.

A major success this year has been the new Masters of Applied Data Science. This has attracted 11 full-fee overseas students and seven domestic students. However, much more interestingly, the age of the students is mostly over 40. This is a new demographic for the College and not one we were expecting. However, this has given us a good indication of the types of learning that people already in work require, and that they will put their lives on hold for a year to acquire it.

The new Structural Engineering Lab, has been entered for a Master Builders Association award. We are trying to find out when the result will be known, but it is likely to be some months.

The Civil and Mechanical Wings are both currently scheduled to be completed in July 2017. We are having discussions with the departments and project managers about how to mitigate any further delays, and yet ensure that the wings are used as soon as possible. It seems very likely that there will be a staged return to the CNRE wing.

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

Significant changes are occurring in the learning environments in New Zealand Schools. New schools are being built according to the New Zealand Ministry of Education Innovative Learning Environment (ILE) guidelines. These digitally enhanced larger teaching spaces are designed to be easily reconfigured for differing types of teaching and learning-from large group work spaces to smaller breakout areas for individual teaching, and group work. Two or more teachers may teach in these spaces. Haeata Community Campus School in Christchurch (Aranui area) is an example of a new innovative learning environment which caters for over 960 children from Year 1 to Year 13.

Our School of Teacher Education is leading the way in preparing teachers for these new teaching environments and, together with our partner schools, is leading research examining these environments from principal, teacher and student perspectives. We are at the forefront of preparing new teachers for the collaborative teaching model that is necessary in response to teachers sharing teaching spaces and working across diverse learner groups. Our reputation in preparing students to become teachers in digitally enhanced, collaborative learning spaces in culturally responsive ways is rapidly growing both nationally and internationally.

We are pleased to see the upward trend of enrolments into our Initial Teacher Education programmes across all sectors, and in all pathways, despite the national trend of falling numbers of ITE students in the university sector. This year we have 1,053 students in our College studying to become teachers (1,044EFTS) which represents a 7.2% increase from 2016.

9.5 College of Science (Te Rāngai Pūtaiao)

The business of preparing for the academic year has now transformed into the business of the academic year, which has begun well – lectures, field trips, labs and community engagement activities of various kinds are in full swing as planned. We are disappointed with our enrolments, and a major focus of backroom work at present is understanding our emerging EFTS situation for 2017. We are working in the first instance to understand the pattern of enrolments in various ways, prior to deciding on our response on the context of longer-term planning.

We continue to make good progress for preparing for the move in the middle of the year of the teaching and research laboratories of the Departments of Physics and Astronomy, Chemistry, Geography and Geological Sciences into the RSIC1 building. This work includes detailed decant planning, reviewing the design of our undergraduate laboratory classes, considering health and safety, including hazardous materials storage and handling and lab management – amongst other things.

Meanwhile, a range of successes continue to testify to the quality of our people and our work. Dr Regina Eisert of Gateway Antarctica has been awarded a 2017 Pew Marine Fellowship to support her research on long-distance movements of killer and sperm whales in the Ross Sea. Professor Jason Tylianakis of the School of Biological Sciences who has been awarded funding of \$270,000 for a continuation of his research aimed at biodiversity into an ecosystem service-based approach for resource management. Associate Professor Ren Dobson also the School of Biological Sciences and the Biomolecular Research Institute has been awarded \$47,000 by Lottery Health Research to contribute significantly to the purchase of a fast protein liquid chromatography (FPLC) instrument for protein purification.

10. Appendices

10.1 Building Update

Overall

All campus projects are now very busy with numbers of tradespersons on both Rehua and CETF still increasing and RRSIC One now peaking out at around 300 persons. Work is continuing safely on site 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. The current focus has been on drug testing and a recent trend of minor incidents such as dust in eyes and general site tidiness. These matters were discussed by all present and a mix of Toolbox meeting reviews and visual aids were discussed amongst other initiatives to mitigate these forms of repetitive minor incidents.

Current Building Status

Key Progress this month:

Major work

Rutherford Regional Science and Innovation Centre (RRSIC)

RRSIC Stage 1

The Construction Programme status is as follows:

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

The implications of these dates triggered a review of UC managed second fix works such as provision of AV, IT and security equipment installations and the review confirms these will commence on site prior to Practical Completion.

On site works are as follows:

- The first fix installation is complete and second fix installation is in progress on all levels.
- The installation of the chilled beams continues on all levels.
- Suspended ceiling framing is in progress on levels two to five, works on Level one are yet to commence.
- Internal wall framing is complete to all levels with plasterboard and stopping progressing throughout.
- Installation of vinyl 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.
- Completion and snagging on a zone-by-zone basis is progressing with zone two level two due at the end of March.
- The Café fit-out tender is currently at market and has attracted substantial interest.

RRSIC Stage 2

The contract for Dominion is completed and now with Dominion for signing and return. Handover of site (levels three and four of the von Haast building) is planned for 27 March, with the remainder of the building handed over by 24 July.

Canterbury Engineering the Future (CETF)

Tranche One

- Practical completion has been awarded for both ECE and CAPE.
- Decant into CAPE is expected to be complete by the end of March.
- The CORE was handed over to UC on 15 February and as planned, teaching commenced from the start of Semester One.
- Christchurch City Council consent for the Café fit-out is imminent with fit-out expected to be completed by the end of April 2017. A temporary coffee cart has been provided within CORE and food trucks are supplementing cuisine offerings adjacent the building.

Tranche Two

- The main challenge continues to be programme management and delivery dates that can be maintained to achieve 'ready for teaching' by start of Semester Two, something that appears to be more and more 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 which includes completion of the replacement of the roofing by late March.
- 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 have commenced to some areas on both wings.

Electrical Link Reclad

- Demolition of the northern and southern façade is progressing well.
- Scaffolding is now complete on the eastern façade.
- Timber decay has been found at roof level on the south façade. This will require replacement of the timber and removal and reinstallation of the roofing material.
- The contractor has been advised of a delay in delivery of the rain screen panels being imported from Australia. A review of the program will now be required but it is not expected to have any detrimental impact on planned building reoccupation dates.

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

- The Master Program will be reviewed in April when the strengthening works are complete and progress on the fit-out and façade can be assessed.
- The project is currently on budget.
- The budget risk is reducing as the strengthening works are completed and the provisional sum allowances in the contract are defined and priced by Hawkins.
- Cash flow to complete the project remains achievable at circa \$4m per month if there are no delays.
- Health and Safety risk around penetrations has reduced now that all of the infill concrete slabs are complete and propping is removed.

- Structural strengthening works are complete with the exception of one mega column.
- The façade internal panels are now fitted to 90% of the building elevations and external glazing is well under way.
- The project team is actively managing programme pressures e.g façade details and raptor rails. They have implemented design coordination workshops and consultant attendance at last planner (program review) meetings.
- The delivery and installation of fluid viscous dampers continues without delay.
- Fit-out works are proceeding on track in the South building and have now commenced in the north building including internal partitions installations on the first four levels.
- The Café fit-out tender is expected to go to the open market in April.

Other Buildings/ Projects

UCSA

- An early enabling works package consisting of ground works, soil cement stabilisation, and construction of the gravel raft has been awarded. These works will be completed by June 2017 before handover to the main contractor.
- The project is currently in the last stage of detailed design and on target for submission for the various consenting authorities.
- A shortlist of contractors for the final tender process has been approved by the PCG.
- 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 apart from the Logie Gallery/Teece Museum due to be completed by 17 March with the fit-out to subsequently commence on 20 March.
- Practical completion has been issued, with some minor works required to be completed on Saturday mornings or at Easter.
- Furniture and equipment has been relocated to the building from Ilam Campus with some items of new furniture still to be delivered.
- The project cost estimate sits very close to the approved budget.
- A number of successful concerts have now been held in the Recital Room.
- The grand opening is planned for May 2017 which will include the formal opening of the Teece Museum of Classical Antiquities.

Residential (Student) Accommodation

Demand and supply of beds

- Capital Works are 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.

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.
- A communication plan is being developed with CLV to address concerns about an adjoining development on the tennis courts raised by some Sonoda residents.

St Nicholas Hall (Kirkwood Avenue Halls)

- The hall was formally opened by the Minister for Tertiary Education, Skills and Employment, Hon. Paul Goldsmith, on 22 February.
- Some minor works are ongoing in the grounds including the construction of a covered bikeshed and clothes lines.

Head leases and standalone houses

General leased residential property stock remains the same for the foreseeable future and there is no immediate requirement to change from this.

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.
- A further review to establish if the works can be completed within a shorter timeframe is being considered.

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

10.2 Appendix 2: Upcoming Events Calendar:

Date	Time	Venue	Event name
Q2			
Wednesday 5 April	7 - 8pm	Undercroft 101	UC Connect public lecture: Why the real working world matters in our virtual digital age. Presented by Associate Professor Colleen Mills
Sunday 2 April	2 - 3.30pm	Horncastle Arena, Christchurch	Tactix v Northern Stars
Wednesday 5 April (rain day: Thursday 6 April)	Early afternoon until late afternoon	Ballantynes / The Arts Centre	UC Golden Graduates Procession
7-Apr	-	-	UC TERM ENDS
Tuesday 11 April	9.30am - 2.30pm	Ilam campus, UC	Year 12 Discovery Day
Tuesday 11 April	10am	Horncastle Arena, Christchurch	College of Engineering
Tuesday 11 April	2pm	Horncastle Arena, Christchurch	Colleges of EHHD and Business & Law
Thursday 13 April	10am	Horncastle Arena, Christchurch	Colleges of Arts and Science
13-Apr	-	-	SCHOOL TERM 1 ENDS
14 - 18 April	-	-	EASTER
Friday 14 April	7.35pm - 9pm	AMI Stadium, Christchurch	Crusaders v Sunwolves
Wednesday 19 - Thursday 20 April	9am - 4pm	Erskine 031	History of Science in India International Symposium
Wednesday 19 April	7.40 - 9.10pm	Horncastle Arena, Christchurch	Tactix v Southern Steel
Saturday 22 April	7.35pm - 9pm	AMI Stadium, Christchurch	Crusaders v Stormers
Sunday 23 April	2 - 3.30pm	Horncastle Arena, Christchurch	Tactix v WBOP Magic

25-Apr	-	-	ANZAC DAY
Saturday 29 April	TBC	TBC	Serve for NZ (SVA)
1-May	-	-	SCHOOL TERM 2 BEGINS
1-May	-	-	UC TERM BEGINS
Monday 1 May	6 - 7pm	Undercroft 101	Community Meeting
Wednesday 10 May	9am - 1pm	Project location	SVA UCan Year 12 programme
Wednesday 10 May	10am - 3.30pm	Undercroft	Engineering and Science Careers Fair
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	TBC 4 - 8pm	Old Chemistry Building, The Arts Centre	The Arts Centre opening
Sunday 21 May	2 - 3.30pm	Horncastle Arena, Christchurch	Tactix v Northern Mystics
Tuesday 23 May	6.30 - 8pm	C-Block	College of Science – A Future in Science Careers Event
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
Wednesday 31 May	7-8pm	Rehearsal Space, Arts Centre	UC Connect public lecture: Life in conflict: Notes and afterthoughts from a performer/composer. Presented by Professor Mark Menzies
Wednesday 31 May	7 - 8pm	Recital Room, The Arts Centre	UC Connect: TBC Presented by Professor Mark Menzies

10.3 Appendix 3: VC Activities

Past	
02 March 2017	<ul style="list-style-type: none"> • Met with the new Tertiary Education Union Organiser Jo Mclean • Hosted the re-naming of the Stewart Room (formally Dining Room) in the Matariki Building alongside Dr Wood • Attended a dinner at the Waitakiri Village
03 March 2017 – 11 March 2017	<ul style="list-style-type: none"> • Travelled to India on Alumni and Recruitment business
13 March 2017	<ul style="list-style-type: none"> • Attended a dinner with Halls of Residence – Ilam Apartments and Sonoda
14 March 2017	<ul style="list-style-type: none"> • Attended the UC School of Product Design Launch • Spoke at the Entre Grand Launch
15 March 2017	<ul style="list-style-type: none"> • Hosted a forum alongside the UCSA
16 March 2017	<ul style="list-style-type: none"> • Attended a dinner with Halls of Residence – Uni Halls
20 March 2017	<ul style="list-style-type: none"> • Attended the Geospatial Research Institute Board Meeting and Dinner
21 March 2017	<ul style="list-style-type: none"> • Attending a dinner with Halls of Residence – College House
22 March 2017	<ul style="list-style-type: none"> • Facilitated an SMT Development Day at the Arts Centre
23 March 2017	<ul style="list-style-type: none"> • Attended a Dinner with Halls of Residence – Affiliated Housing
24 March 2017	<ul style="list-style-type: none"> • Participated in the UCFA Board meeting Teleconference
28 March 2017	<ul style="list-style-type: none"> • Attended a dinner with Halls of Residence – Kirkwood Hall
Future	
29 March 2017	<ul style="list-style-type: none"> • Attending a drinks and nibbles function at the Arts Centre with Council and SMT
31 March 2017	<ul style="list-style-type: none"> • Attending the Advisory Board Meeting of the Assistant Vice-Chancellor Maori and the Ngai Tahu Research Centre
03 April 2017	<ul style="list-style-type: none"> • Participating in the International Board of Advisors Teleconference
05 April 2017	<ul style="list-style-type: none"> • Attending the Golden Graduates afternoon tea • Hosting a dinner for Christchurch CEO's
06 April 2017	<ul style="list-style-type: none"> • Chairing the Universities New Zealand Meeting
11 April 2017	<ul style="list-style-type: none"> • Attending the Graduation ceremony
12 April 2017	<ul style="list-style-type: none"> • Attending the Celebration for Maori Graduates • Attending the International Graduation afternoon tea • Attending the Graduation Dinner
13 April 2017	<ul style="list-style-type: none"> • Attending the Graduation ceremony • Attending the Post-Graduation events at the Ilam homestead