





## **1. INTRODUCTION**

The second highest-ever level of attendance at UC Open Day on 13 July, despite one of the worst weather days of the year, is a credit to all those staff who planned and implemented the day. UC Open Day 2017 was attended

similar inclement weather, was attended by 1,750.

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

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

The University continues to work hard to ensure the 2018 Semester One teaching programme gets off to a smooth start. Delays in completing the three major building projects will determine whether the year gets under way as planned, or whether alternative teaching spaces are required. UC is also

investment in recovery and transformation of the University.

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

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

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

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

## **2. STRATEGIC MATTERS**

### **2.1 UC Futures**

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

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

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

## **2.2 Rutherford Regional Science and Innovation Centre (RRSIC)**

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

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

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

The design and fit-out of the new teaching spaces in the Rehua building have been developed with current best practice learning and teaching methods in mind. The College of Education, Health and

Training Advisor to develop a professional development programme for staff using these spaces. This is aimed at ensuring teaching staff can make the most of the technologies in the rooms for both group is now

Upcoming workshops for students to enhance their employable, innovative, and enterprising skills Branch), which is tailored specifically for students.

**Attribute 2: Biculturally Competent and Confident (BiCC)**

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

## **2.7 International Partnerships**

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

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

## **2.8 Study Abroad and UC Exchange**

The Mobility team is currently preparing for the arrival of Study Abroad and Exchange students for

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

### **3. CHALLENGE**

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

#### **3.1 Marketing**

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

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



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

For the final Tactix home game, Year 10 students were hosted in the stands while Year 12 and 13 Maori students were hosted by MDT on the corporate table. The Year 10 students also had two members of the Tactix deliver a skills session at their school. The Senior Engagement Coordinator

### 3.6 **Accommodation**

Semester Two applications are being processed



#### **4.1.1 Research Development**

UC has been successful in an industry-led funding call within the Science for Technological  
-vehicle touch screens: improving human

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

#### **4.1.2 Research Reputation**

The Times Higher Education have recently released its first Asia Pacific University ranking, and

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

#### **4.1.3 Postgraduate Research**

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

Highlights for the month comprise:

A total of 15 new PhDs enrolled during June, of which 66% were international. In contrast 16 PhDs submitted their thesis, and is the first month this year where submissions exceeded new enrolments. The number and monthly pattern of enrolments and submissions per month generally track in parallel.

The total number of PhD students is 1, the end of June.

The current round of UC Doctoral Scholarships has closed and a decision on awardees will have been made on 13 July, with offers being released thereafter.

s commenced, and is for new academics who wish to act as Senior Supervisors for PhD students. New academic staff are required to attend a series of three three-hour workshops. These are usually run twice a year, but demand is currently high and additional courses are being run.

A total of 1,578 Masters taught and research students EFTS were enrolled at the end of May 2017.

#### **4.1.4 Innovation**

R&I is undertaking a review of UC commercialisation and innovation initiatives to develop a

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

### **4.2 DVC Academic**

#### **4.2.1 Academic Services Group**

The start of July sees the busiest time of year for Academic Services Group (ASG). ASG has been in full swing supporting the examination process and reviewing the academic progress of students. The review process is a large team effort involving ASG as coordinators and the Business Insight

lifting by the Deans, Academic Managers and Senior Student Advisors for reviewing the student records. This mid-year some 1,400 student records were reviewed, with about 230 students to be reviewed by AAC in an all-day meeting. The turnaround time on this activity requires significant effort from the group. Also at this time of year there is a significant increase in work around appeals.

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

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

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

#### **4.2.2 Timetabling**

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

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

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

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

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

#### **4.2.3 Student First Programme**

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

### **4.3 Office of the AVC Maori**

#### **4.3.1 Culturally Responsive Pedagogy: From Theory to Practice**

Culturally responsive pedagogy: from theory to practice, is a new staff professional development programme provided by Office of the Assistant Vice-

designed for academic staff as an opportunity to develop and thus contribute to Te Rautaki  
se interested in this

programme can enrol via the [Learning and Development intranet](#) for workshops on 17 August 2017 or 26 September 2017.

#### **4.3.2 Tangata T , Tangata Ora staff professional development programme:**

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







### 5.3 External Engagement

There were no UC Connect public lectures in June as it was outside term time, however Press seats taken.

### 5.4 Stakeholder Relations

There have been fewer complaints about student behaviour in Ilam and Riccarton neighbourhoods. Student-

and Seattle in mid-

hosted by alumnus Vaughan Smith (Director of Global Business Development), with TEDx Fellow/alumnus Sean Gourley (physicist) the keynote speaker on augmented intelligence.

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

#### **5.8 NZ Trust (UK)**

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

#### **5.9 UCF**

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

#### **5.10 Stewardship**

UCSA donors have been invited to the Ground Breaking ceremony in July and there is a Scholarship morning tea planned for July which is attended by Trustees and a representative from

## 6.2 Health and Safety

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

## 6.3 Infrastructure

Detailed reports on projects are contained in Appendix 13.1

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

\* 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



<b>EFTS</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Domestic</b> Actual						

Meanwhile, in the central city, UC Arts is increasingly busy with free New Music Concerts on Mondays and lunchtime student concerts on Fridays. Upcoming events include concerts by

## **Staffing Updates and Acknowledgement**

Professor Jeremy Finn retired last month after 36 years at UC Law School. Jeremy has been a key member of the Law School both as a senior academic leader and more latterly as the

and development of the successful Bachelor of Criminal Justice degree programme. I would also like to congratulate Jeremy on his appointment as an Emeritus Professor.

Congratulations also to Associate Professor Ekant Veer (MME)) on being awarded the 2017 UC Teaching Medal.

A warm welcome to the following academic colleagues who have recently joined us:

- Professor Neil Boister School of Law, who has returned to UC from Waikato University.
- Associate Professor (Information Systems) Ravishankar (Ravi) Sharma.
- Dr Ronan Feehily Senior Lecturer in Accounting.

### **8.3 College of Engineering (Te R ŋai P kaha)**

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

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

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

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

Professor John Everatt (School of Teacher Education) and his team were successful in the latest National Science Challenge, *A Better Start* funding opportunity (which was funded in partnership with the child health research charity *Cure Kids*). The team was awarded \$350,000 over two years to investigate how culturally responsive and research informed interventions that improve literacy





**10. Appendices**

10.1

The majority of carpet and vinyl flooring has been installed on all levels and has been covered to prevent damage. Rubber flooring will not be laid in the atrium / common areas until these areas are near completion.

Services installations, fire, electrical, HVAC, lab gasses, AV, security and hydraulics continue on all floors. Pre-commissioning activities are commencing where possible with BMS point to point testing, pressure testing of the gases and flushing of the domestic hot water system. AHU 2 is in the commissioning stage and is due to be brought online week ending 30 June 2017. AHU 1 is in pre-commissioning and AHU3 is to follow. The Artesian and Reinjection bores have both been commissioned.

Novalab laboratory joinery installation throughout the building continues. Completion of this item is a key commissioning pre-requisite to the commissioning of lab gases.

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

Overall progress on the Construction Programme: 94% an increase of 2%;

Major building works in progress Bldg. Services 95% an increase of 4%;

Façade Curtain Wall 97% an increase of 1%;

Interior fFit-out 76% an increase of 7%; and

Commissioning 25% an increase of 3%.

### **RRSIC Stage Two (Von Haast)**

The contract for Stage Two has been executed, and the first two levels of the von Haast building have been handed over to Dominion.

Testing for contaminates and asbestos is under way as significant additional asbestos has been identified. The project team worked through the implications of this and instigated early testing of Level 1 and 2 be able to evaluate the implications for the programme should these area also have additional asbestos. The outcome of this additional testing identified very limited issues, but it has extended the requirement to undertake testing in the basement level of the building. Staff access to the basement has been restricted while this additional testing is undertaken.

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

Practical completion has been awarded for both ECE and CAPE.

CORE was handed over to UC on 15 February 2017 and teaching commenced from the start of Semester One; the CORE is very well used. Unfortunately while Plant Room 12 is substantially complete there are still a number of key components that are required before it is fully commissioned, and due to co-dependencies with the CORE, Practical Completion cannot be granted.

The CORE UCSA Café is now complete and fully operational.

The project team recognise close out of outstanding items within Tranche One buildings is a priority issue, as such this has been recognised in the CETF Project Issues Register. An action plan including new processes has been enacted and key resources have been committed by all stakeholders to address this challenge. In consultation with stakeholders the action plan has prioritised works and the p

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

- Fluids and Structures labs 30 June 2017
- Whole of the contract works (balance of CNRE and all of the Mechanical wing) 30 September 2017

Hawkins has advised that Practical Completion of the Fluids and Structures laboratories is currently 11 working days behind programme, with an advised handover date for this area of 17 July. The external project managers do not concur with Hawkins advice and believe that Practical Completion is likely to be delayed by a further one to two weeks. UC stakeholders are being kept informed of the delays and post-handover activities are being adjusted where possible to accommodate the revised date. The College has advised that the building must be handed over by 30 July to avoid disruption to the teaching programme. This area is being monitored closely with milestone activities reviewed daily.

The Independent Programme Expert has raised concerns around progress on site and noted that trades are not able to fully complete areas and require multiple visits to complete sequenced works. Hawkins are not reporting any significant issues in respect of the 30 September Practical Completion dates for either Tranche Two wing. The external project managers have been tasked with achieving alignment on programme accuracy and confirming the validity of the completion dates.

### **Electrical Link Reclad**

Demolition and Rigid Air Barrier are complete.

Installation of the windows, alucobond cladding and the rainscreen panels has commenced.

CCC has issued consent for the roof and gutter replacement and this is under construction.

Some program delay has been experienced but the latest programme revision by Dominion Constructors still has completion of works by the end of September 2017.

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

The project is currently reported to be on budget with the major budget risk being continued programme delay. A contingency plan is being developed in the event that further delay occurs. Client scope changes are subject to senior management review to prevent further delay through scope creep.

Construction cash flow to complete the project remains achievable at circa \$4m per month if there are no further major delays.

Hawkins submitted a new programme Rev L.2 with a CPU date of 11 December. This programme includes a parallel UC fit out to be completed by 21 December. The UC team is

Gib fix and install is the key trade on the programme critical path. All gib is located on the floors ready for installation. Gib installation has commenced.

AV and FF&E procurement processes are proceeding as per the programme dates.

The Café fit-out tenders closed on 16 June 2017. Although there was much initial interest, only one Café operator submitted a proposal. This proposal is for a quality café and early indications are that this operator would be suitable.

Planning for UC works and decant is well under way with stakeholders providing input to a Master Programme managed by the External Project Managers with the team cognisant of delays in the RRSIC One project and the need for resourcing and planning an integrated UC project program (rather than for an isolated project).

## **Other Buildings/ Projects**

### **UCSA**

The Early Enabling Ground works have been completed within programme with no further defects or issues. The demolition and early enabling works has both reached final accounts and are in line with budget.

The building documentation is currently being processed by the various consenting authorities with all minor issues addressed and approval expected in July.

The final tender proposals have been evaluated by the Project Team with the PCG endorsing the recommendation to finalise contract negotiation with the preferred contractor. It is anticipated that the contract will be executed in late July with construction on site to begin immediately after.

The project is still on track for the building to be operational by February 2019.

scheduled for 21 July. It is a co-hosted and managed event by the UC and the UCSA to further promote the project and to help with fundraising efhe d fr(re)7( )TJe5v39.34 454.67 415.75 Tm[



## 10.2 Appendix 2: Upcoming Events Calendar

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

**10.3 Appendix 3: VC Activities**

**Past**