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

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1. INTRODUCTION

The first quarter of 2016 is behind us and April Graduation at hand. First quarter achievements include the positive enrolment outcomes reported to the Board last month, rising contracts for externally funded research, confirmation of improvements in disciplines highly ranked in the latest QS results, significant progress with the major building projects and increasing traction supporting the development of the graduate attributes in the Graduate Profile.

The second quarter holds the promise of opening of the first major new permanent building since 2011 – the Structural Engineering Laboratory, the delivery of the remediated and upgraded Electrical and Computer Engineering wing and the all new Chemical and Process Engineering lab wing. Significant work will go into updating the 10 year Financial Forecasts and Capital Budget as requested by the Minister by 30 June. Decisions will be taken by Council on the second stage (fit-out) of the building to house the College of Education, Health and Human Development along with the Executive Development Programme and Centre for Entrepreneurship. Council will also consider the proposal to align faculties with the College structure and the Business Case to replace the Von Haast Building

It is increasingly clear that if UC is to achieve its enrolment targets over the next five years it is likely that additional student accommodation both in catered halls and apartment formats will be required. The University's policy is to seek external partn

Staff and students on the Ilam Campus will have seen the new façade being installed on the new Rutherford Science and Innovation Centre (RSIC) at the heart of the Ilam Campus. This is a key milestone in the construction of this new and innovative science, ~~designed~~ designed to make interdisciplinary collaboration easier and perhaps more serendipitous ~~with~~ ~~located~~ located departments and numerous social learning and discussion areas.

2.2 Rutherford Science and Innovation Centre (RSIC)

The College of Science continues to plan for occupying the new ~~RSIC~~ RSIC (one) building in mid 2017 with a new approach to timetabling some labs this year in the way that they will be likely to

Health and Human development onto the Ilam Campus are significant in both financial and academic terms. The University is committed to making this move a success for the College

2.5 International Growth

The International Growth Strategy is an important part of the UC Futures Programme and is reported more fully below.

2.6 Graduate Profile

2.6.1 Graduate Attributes

Attribute 1: 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.

Council has taken an active interest in understanding how we and they gain assurance around the quality of teaching we undertake. DVC (Academic) will update Council on our current and developing sources of assurance to the quality of teaching. This was a matter raised in the Cycle 5 Academic Audit and features as an issue in the paper released by the Productivity

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sector measured by Government financial support is accounted for by the eight Universities. The focus of enquiry is definitely on undergraduate teaching and employability.

Universities NZ has prepared a draft submission which is due by 4 May.

3.2 International

3.2.1 International growth strategy (IGS)

The revised IGS strategy has now been endorsed by SMTi. A successful initial IQA workshop has been held with KPMG which will be conducting the review of country plans.

A framework for International student experience was presented to SMTi and a working group established to develop an improvement strategy.

The Senior Management Team (International) (SMTi) and the Senior Management Team have endorsed a new shorter list of one core and seven International Growth Strategies. These are that UC focuses and targets international recruitment through:

1. Developing programmes with international appeal; 2. Ensuring students have a world class experience at UC; 3. Ensuring that our fees are competitive; 4. Developing competitive packages for international students; 5. Optimising recruitment channels; 6. Managing the pipeline and conversion of application; 7. Enhancing the UC brand. These strategies will form the main thrust of continuing international recruitment in the next three years.

The 2017 International Fees are recommended for approval at this Council meeting. The proposed fee document has been produced after a detailed analysis of competitors, UC current market positioning, feedback from agents and the IRO country specialists. We are currently considering how best to target scholarships for first year international students and are compiling a report on how Deans' awards have been used to support recruitment.

3.2.2 International partnerships

The main focus for Partnerships this month has been the ongoing work with Uni KL in Malaysia. This project could see up to 30 fully funded MARA scholarship students attending UC Engineering in Feb 2017.

3.2.3 Study Abroad UCXchange

March and April are the key application periods for the semester one intake, and the focus of the team has therefore been on processing Study Abroad and Exchange applications for semester two and converting enquiries to application and enrolment. Two key site visits have also been hosted in March, with a group of 14 S

3.3 International Recruitment (including in-country international students)

3.3.1 Malaysia, Singapore, Indonesia, South Asia and China

AES Admission decisions: Number and type made from 1 to 31 March 2016:

	Total	Undergraduate	COP	Postgraduate	PhD/EdD*
Full offer	146	24	39	57	26
Conditional offer	136	47	0	83	6
Declined	94	28	0	64	2
Total	376	99	39	204	34

*Includes 9 non-AES PhD/EdD applications.

3.4.3 Enrolment

An estimated 3,590 students and visitors were welcomed by Student Services during March 2016. Of these 2,043 have been assisted by our Information Desk (an increase of 55%) and a further 767 have been assisted by the Enrolments Team (an increase of 15%).

A full review of enrolments for 2016 is currently underway with a full report and action plan expected at the end of April.

3.5 Scholarships

The Scholarships Team has successfully completed the issuing of offers for the remaining end of year Postgraduate scholarships. While applications for 40 undergraduate scholarships in CommunityForce closed, the mid-year round of UC's Doctoral and Master's Scholarships opened for applications. Note that some scholarship offers made in February were to reserve a candidate

Expected highlights for April include processing the range of undergraduate scholarships which closed on 31 March, for sending to selection committees using CommunityForce software. April will see the completion of the 2016 First Year Scholarships brochure for school students, with the subsequent mail out to schools at the beginning of May.

3.6 Accommodation

3.6.1 On-Campus Accommodation

We are currently at 98% occupancy in halls and villages with a limited number of rooms remaining available in fully catered accommodation. Hall tour requests are coming through for 2017 accommodation and content and images for 2017 publications are underway. UC Accommodation Services will be attending regional Information Evenings with Liaison in May/June to further promote 2017 accommodation options. It is planned that, subject to Council approval, a new option for first-year students on Kirkwood Avenue will be available in 2017 for both domestic and international students.

3.6.2 Off-Campus Accommodation

UC has taken over the lease for Campus Apartments located at 23 Creyke Road for a two year period. This will provide an additional 30 rooms for postgraduate students to assist current demand. Applications can be made online for a minimum stay of 12 weeks. Accommodation is also suitable

3.7.2 Careers

Year-to-date figures show,100 students attended 35 Employer Information Sessions, and over 400 students attended our two recent Career Fairs. Employers continue to speak highly of the hosp

	No. lectures p/wk covered by peer notetakers	Approx. cost p/wk for casual notetaker	Actual cost p/wk for peer notetakers	Savings
1 hour	161	\$2,737.00	\$1,288.00	\$1,449.00
2 hours	34	\$1,156.00	\$272.00	\$884.00
3 hours	1	\$51.00	\$16.00	\$35.00
Total	196	\$3,944.00	\$1,576.00	\$2,368.00

The Alternative Format Centre (AFC) has so far supported 22 students in 18 specialist software training sessions for JAWS screen reader, Inspiration (mind mapping tool), Zoom Text screen magnifier and reader, Dragon Naturally Speaking Speech Recognition Recognition Reader Gold (learning support software designed for students with speci(i)-2peci(i)-(ni)-2(G)]ouden-7(a)(r)-2(G)]ou

3.7.7 Student Transitions and Engagement

In Bridging Programmes 101 students are enrolled in UC Pathways and 117 students enrolled in the Certificate in University Preparation (CUP). This is a 10% increase on CUP enrolments for semester one 2015. Our greatest success has been the number of 2015 CUP students enrolled in degree programmes this year, with a 50% increase on the average conversion rate compared to the last three years. This can be attributed primarily to improved student performance within CUP brought about by a student centred attitude, a partnership for delivery with Hagley College, and improved support systems.

Our two pilot award programmes (the Community Award and Go Canterbury) have 84 and 83 students respectively. These programmes were part of the 2015 recruitment drive and offer a tailored student experience package focused on personal development and community engagement. The Emerging Leaders Development Programme (ELDP) has 140 students, with 16 students who completed the programme in 2015. Halls Without Walls has 40 students enrolled. We continue to focus on the international student experience and present a draft strategy to SMT in April. A working group will continue further development.

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In February Professor Angus Macfarlane launched a new book for Early Childhood Educators and over 80 teachers and principals from the sector attended. Wor

Recently, Professor Lindsey Connor was appointed to the position of Associate Dean of Postgraduate Studies. Lindsey joins the team of Professor Jon Harding (Dean of Postgraduate Studies) and Professor Bryce Williamson (Associate Dean of Postgraduate Studies (Scholarships)).

4.4 DVC Academic

The Academic Administration Committee (AAC) has been considering CUAP round one proposals with a number of these to be presented. Particular areas of review for undergraduate qualifications are, fit with the graduate profile and evidence of consultation, and for all proposed qualifications evidence of demand by students and fit with other qualifications already on offer.

The review of regulations continues with a series of working parties currently reviewing generic regulations. The UCIC/UC Joint Management Committee met and among other matters acknowledged the significant contribution that Professor Peter Cottrell had made to the establishment of UCIC. I would like to acknowledge Peter's efforts in establishing UCIC.

The DVC(A) attended the UNZ Committee on International Policy (CIP). CIP is focused on academic matters that have an external to New Zealand impact. One that was discussed was the potential for new PhD collaborations. CIP occasionally overlaps with the Forum for Managers and International Directors at which the Director, International Relations Office represents UC. FMID is more operationally focused.

Other activities have included involvement in the DVC&IR recruitment process, oversight of the follow on chemical security audit and ongoing involvement with the NZQA qualifications framework referencing project.

5. CONNECT

Enhanced engagement with business, CRIs, international partner institutions and the local community to increase the relevance of research and teaching, and create experiential learning opportunities

5.1 Communications and Engagement

In the social media space, @UCNZ continues its high ranking, once again coming in this month as the top Twitter account out of all New Zealand Universities. In keeping with last month's report we have close to 100 new followers with numbers now at 3,476.

In relation to the new education building, a new hoarding skin will be produced that includes information about the Executive Development Programmes and the Centre for Entrepreneurship also being located in the building. A communications plan will also be developed outlining further activities.

A communications plan for the Arts Centre has been completed. A media release has been drafted regarding a recent donation and the naming of the museum that will hold the James Logie Collection.

Planning is under way for the next phase of the Think campaign. The theme will be safety around construction sites on campus. This will coincide with work starting on the UCSA building – the construction site is on a main pedestrian thoroughfare and in a high traffic area.

5.3 Media

UC issued 21 media releases in March, on a variety of topics. 2016 student numbers and QS by subject rankings were the key news for the month, but several others highlighted UC research and teaching capability as normal.

5.4 Stakeholder Relations

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the added benefit of donations. CAP Newsletter on behalf of the College of Engineering was read by 44% of recipients, a great response rate.

Alumni and Development has

7. **Financial Outcomes: (management accounts to 31 March 2016)**

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

There are no specific additional MOE covenants, but the Funding Agreement with the Government sets out certain financial targets to be reported to the Governance Oversight Group (GOG) appointed under the Funding Agreement. As at the end of March 2016, it is too early to identify whether the University is tracking to meet its targets. The University's achievement for 2015 was within the ranges set.

7.2 Working Capital

Working capital of \$193.884 million at 31 March 2016 is \$67.234 million more than budget, mostly due to the additional cash balances as a result of the lower capital expenditure (see above).

7.3 Arts Centre.

The final design for the fibrot has been agreed and approved by the Arts Centre. Agreement is now being sought from Christchurch Council's heritage officers prior to lodging the resource and building consents. A redesign of the public spaces was required to provide adequate climate control for the Logie Collection. The requirement for redesign has created a two month programme delay and code of compliance is now expected late in 2016.

8. COLLEGE SUMMARIES

8.1 College of Arts (7 H 5 — Q J D L 7 R L 7 D Q J D W D)

We have recently announced the results of this year's Arts Research Challenge awards, which support collaborative research in and beyond the College. The diverse range of topics includes: *Asexual Identity and Experience in Aotearoa New Zealand*; *Chinese-Vietnamese Temple and Surname Associations, their Communities, and their Local and Global Networks*; *Exploring Governance in the Antarctic in an Era of Geopolitical Change*; *History Making a Difference: New Approaches*; *Language Variation and Change: from Isolated Variables to Variable Systems*; and *Te Ao Hurihuri: Disruption, Innovation and Transformation – Catalysing Transformational Change in Te Waipounamu*.

We are delighted to welcome a number of new arrivals or appointments into the College into continuing academic positions this year. These include Wan Chi Leung in Media and Communication, Vanessa Canete Jurado and Antonio Viselli in Global, Cultural and Language Studies, Steve Carr in Fine Arts (Film), Cindy Zeither in Social Work, and Mark Menzies as Head of the Performance programme in Music.

The pan-University Global Hub hosted by the College has now been established, and we are in the process of appointing its advisory boards to advise on implementing the global awareness attribute of the graduate profile, and help promote and coordinate student experience with an international dimension across UC.

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

8.2 College of Business and Law (7 H 5 — Q J D L 8 P D Q J) D P H W H 7 X U H

2016 College Diversity Week: Inspired by the local success of last year's UC Diversity Week, the College's Equity and Diversity Committee mounted a 2016 College Diversity week (11-March). Highlights included *A Taste of France* (co-sponsored by Alliance Française), a *Power Up BBQ* for students featuring a range of international cuisine, and a fascinating panel discussion led by Law Faculty colleagues about *Women behind the Law* – lawyers and criminals alike. The week culminated in a UGwide Postgraduate Equity and Diversity Research Symposium, co-sponsored by School of Business and Economics' Research Committee.

Research Funding: Law colleagues Professor Robin Palmer and Dr Debbie Wilson have been awarded \$27,734 from the Re(l)-6(J0(c)4(ol)S) and EcofleJ0(cd [(:)-2()/ona stfp(t)-j Wions fted

The College is launching the Human Synergistics Organisational Culture Inventory tools this month. Background to the initiative was provided at a College morning tea, initial meetings have been held with College leaders, and the survey process is now under

Dr David Small, School of Educational Studies and Leadership, has recently been appointed as Associate Academic Dean to support Dr Julie Mackey. Two new senior academic appointments have been made recently and the College looks forward to welcoming Prof Nick Draper returning

9.1 Appendix 1: Building Update

Building Update

Overall

RSIC has reached a significant milestone as in accordance with its Master Program with the first façade panels being attached to the building. Steel erection continues and will now need to maintain a pace that enables the smooth continuation for the next few months whilst both wings begin to be fully enclosed. The SEL project is now complete with the final Christchurch City Council inspection undertaken in the first week of April allowing UC to accept Practical Completion a week before the Minister of Tertiary Education, Hon. Steven Joyce attended the Official Opening of the building. The completion of the ECE wing in the CETF Project also approaches Practical Completion but the remainder of the project continues to suffer from ongoing program changes by Hawkins in spite of the ongoing micro management efforts of the UC Project Team.

NEB Project Detailed Design and phase Structural Design were completed on 11 March in accordance with the Approved Procurement Program and documents have been issued for the fit out tender. The NEB still continues with low levels of activity on site with 75% of the shop drawings for structural steel now completed and issued to the contractors.

Campus Construction Safety Group

The Campus Construction Safety Group continues a productive relationship with the Main Contractor 'Round Table Group' sharing issues of concern particularly with traffic.

A number of improvement initiatives were presented by both Hawkins and Fletchers at the last 'Round Table' meeting in March which will be adopted during the next three months by both major contractors collectively and these initiatives and outcomes will be reported back to the Campus Safety Group.

Projects in planning stage this month:

The Capital Works team has finalised the review of 2016 projects and a program of scheduled Business Cases to be provided for the necessary approval processes has now been established.

The team will also begin to prepare for an industry briefing to inform the market of timings for new projects.

Current Building Status

Key Progress this month:

Major work

Regional Science and Innovation Centre (RSIC)

Structural steelwork erection from level four to six on the west wing of the building is completed, with concrete to flooring and roof level due for completion during April. Structural works to the east wing is paused as the main focus of activity has been the critical path activities and ensuring façade installation is not delayed. A quantity of glazing panels for the façade are now installed to the east elevation with daily deliveries scheduled over the coming months.

The opening ceremony for the new Structural Engineering Laboratory took place on 15 April. The project has been delivered within budget.

Electrical Link

Fit-out continues to proceed at the programmed rate with phased occupation planned at different times during the twelve months between April 2016 and April 2017. A fully detailed review of external recladding options resulting from the extensive damage to the external timber structure was presented at the March FPRC and Council meetings for review and consideration, with Council approving the proposal to undertake structural repairs and recladding of the building façade at a cost of \$5.5 million..

Relocation of the College of Education Health and Human Development

The PCG in consultation with UCSA has agreed to delay the opening of the building until June 2018 to ensure that the design addresses the future functionality requirements of the mix of spaces within the building.

Arts Centre

Resource Consent has now been submitted and Building Consent will follow shortly. The Arts Centre's Contractor is pricing the UC fit out package and the price, along with an updated programme is due during April, however the planned completion remains at risk until all consents are approved. The Arts Centre Trust recently highlighted the potential for delay costs due to the late instruction of the fit out and discussions are continuing with regard to this matter.

Residential (Student) Accommodation

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

- Demand and supply of beds
- Postgraduate apartments
- Undergraduate halls of residence
- St Nicholas Kirkwood Hall and flats
- Head leases and standalone houses
- Existing UC temporary beds
- New temporary beds

1. Demand and supply of beds

Now final enrolment numbers for semester 1 are available a new update to the demand forecast will be commissioned, which supports the requirements for a postgraduate development opening for 2018. Depending on the impact of Campus Living Villages (CLV) renovation plans, the undergraduate hall may be able to be delayed until a 2019 opening.

2. Postgraduate apartments at Dovedale (Sonoda extension)

Agreement has been reached with CLV to allow work to continue in parallel with the negotiations, with UC appointing professional advisors and planning to negotiate agreements to CLV once an agreement is reached. Preliminary design has reached completion and is currently being reviewed against budget before approval to proceed to developed design stage.

3. Undergraduate Hall of Residence

The PCG meeting in April will reconsider the timing of progressing design of the Homestead Lane development in light of the updated demand forecast.

4. St Nicholas Hall (Kirkwood Avenue Halls)

Considerable effort is being made by UC to prepare the necessary information to inform a business case for presentation to Council in June. This includes the Student Accommodation Office providing the first draft of a brief for an undergraduate catering hall in this accommodation. Initial indications are that the original estimated budget for the redevelopment is too low and that the total project cost, including the cost incurred to gain resource consent, will exceed \$1.5m. UC is currently bringing on line about 80 beds in a leased facility.

The PCG will however review the proposed scope of works, program and budget for the

9.2 Appendix 2: Upcoming Events

Date	Time	Venue	Event name	Primary purpose
2-May	-	-	SCHOOL TERM 2 BEGINS	-
2-May	-	-	UC TERM BEGINS	-
Wednesday 4 May	12pm- 1.30pm	TBC	In-Schools training sessions with the Tactix	Engage
Thursday 5 May	5pm- 8pm	John Britten Building	21 Day Challenge92 Tm 3.036 0 Td (70.96 26.	

May		Christchurch		
Monday 23 May	2pm- 3pm	Undercroft 101	VC Forum	Engage
Tuesday 24 May	1pm- 2pm	Undercroft 101	VC Forum	Engage
Wednesday 25 May	9am- 12pm	Undercroft 101	SVA In-schools Volunteer programme Year 10 Day 1	Engage
Wednesday 25 May	6pm- 8pm	Quality Hotel Plymouth International, New Plymouth	UC Info Evening (Taranaki)	Recruit
Thursday 26 May	6pm- 8pm	Westpac Stadium Function Centre	UC Info Evening (Wellington)	Recruit
Saturday 28 May	7.35pm	Eden Park, Auckland	Blues v Crusaders	Engage
Monday 30 May	5pm- 8pm	John Britten Building	21 DayChallenge Finals	Retain
Tuesday 31 May	11.30am- 1pm	TBC	In-Schools training sessions with the Tactix	Engage
Tuesday 31 May	6.30pm- 8.30pm	Ilam campus, UC	UC Info Evening (Christchurch)	Recruit

9.4 Appendix 4: Maori student data for March 2016

EFTS	Domestic					
	MARCH					
	2012	2013	2014	2015	2016	