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

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1. INTRODUCTION

The UC Futures Programme continues apace with a combination of real progress of our major construction projects coupled with frustration that some parts of the programme are experiencing delays. The delays are probably unsurprising given the extent and complexity of the projects.

Highly visible from Matariki, and hopefully all other parts of the campus, is the buzz of activity created by the significantly increased numbers of students who are now more than halfway an

Of particular interest, RSIC stage two will be constructed using a UC-developed technology, a

A memorandum of understanding between Peking University and the eight N

2. Increased Career Education initiatives for international students

CIE delivered two successful Career Education workshops as part of International Orientation. Key messages in these workshops centred on 'employability', and making the most of the UC Experience from an employability perspective. Other initiatives focused on International students have included:

x

Attribute 4: Engaged with the community

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

Recent activity by the Student Volunteer Army and the University's association with Serve for NZ, has gained widespread media coverage. These activities raise the profile of this attribute in ways that are likely to increase engagement.

Attribute 5: Globally aware

Learning Objective: Students will comprehend the influence of global conditions on their discipline and will be competent in engaging with global and multicultural contexts.

The College of Arts continues to develop the Global Hub in conjunction with other parts of UC to support the Global awareness attribute. The Global Hub Advisory Board had a successful meeting for the first time on 5 May, with representation from across UC. The new PACE internship courses are proving popular with potential Study Abroad students from the US. This is a form of study and a title that this group of students is familiar with and it is expected that this will support Study Abroad growth in the College and in UC as a whole.

3. CHALLENGE

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

3.1 Productivity Commission

Universities New Zealand has made a submade(r)3(omj EMC /6cr)5(oi)-2(t)3(y C)2(o04(A)2(ow)2dur3 v8-6

Key findings [and the sections to refer to in the body of this submission] include:

1. **Contribution to national productivity.** The Productivity Commission notes the OECD's analysis indicating that the net present value of both private and public benefits of higher education are among the lowest in the OECD. We note that this analysis includes both Type A (degree level) and Type B (sub-degree level) tertiary education. We draw the Commission's attention to the 2013 Treasury analysis¹ that highlights the methodological problem with these data and shows that the returns from sub-degree qualifications drag down the national average. When considered on their own, the completion rates, employments rates, and earnings outcomes that result from a New Zealand university education are among the best in the world and unemployment rates and under-employment rates are among the lowest. [Sections 3c & 3d] 84

A university qualification will become an even more important way for New Zealanders to future-proof themselves against the impact of technology in the workplace. [Sections 3d, & 4b].

International evidence has shown repeatedly that a highly educated society is more likely to be democratic, tolerant, open-minded, adaptive, productive and stable. [Section 3d].

¹ Zuccollo J, Maani S, Kayact of

3.4.1 Liaison

The first Year 12 Discovery Day was held on 12 April on campus with 1,013 registrations from 32 of our Canterbury schools. The aim of this day was to provide Year12 students with an opportunity to experience being a university student. The event contributes to strengthening the local market pipeline.

First round school visits are nearing completion and preparation is in full swing for the upcoming information evenings.

There were 57 liaison appointments in April of which 27 were adults and 17 were high school students.

April also saw the commencement of our partnership activities with the Mainland Tactix. Year 10 and 13 students from Papanui High school were hosted at a recent game.

Photos of the UC SVA Community Leadership programme have been sent back to school principals for use in their newsletters, websites, and social media.

The Engagement team continues to assist the College Marketing and Outreach staff with information and feedback on their engagement activities, including their presentations for regional information evenings.

More than 70 Year 13 students participated in the three day College of Arts UC Possibilities programme which is coordinated by Engagement Coordinator (Arts) during the secondary school holidays.

The Year 13 PILOT (Pacific Island Leaders of Tomorrow) was held on 13-14 April in Auckland, with well over 200 Year 13 Pasifika students in attendance over the two day workshops.

3.4.2 Admissions

A total of 590 admission ad eundem statu(AES) applications were recorded as received this month. This compares with 334 and 456 AES applications received in April in 2014 and 2015 respectively. So far in 2016, admission AES applications received are 62% and 38% higher than at the same stage in 2014 and 2015 respectively. Like last month, a significant proportion of the applications received (32%) are incompl-10(a)4(h)2(v-2(e)4(d))(t)-2(he)4()JT(32)-10i)-2(l)-12(i)-2(c)-6(a)4(n)

3.4.3 Enrolment

An estimated 1,915 students and visitors were welcomed by Student Services during April 2016. Of these 1,104 have been assisted by our Information Desk and a further 242 have been assisted by the Enrolments Team.

A total of 95 PhD students have been fully enrolled during April 2016 (49 International) – a 4% increase on April 2015. A further 40 students have enrolled so far for May 2016 (22 International). Enrolment reminders are being sent out to 52 continuing PhD students for June 2016.

Within the Contact Centre, a total of 3,469 calls were answered and 1,183 emails responded to. The Contact Centre directly 2 Tw n-10(A)2onday email 2016. 3.4.3

3.7.2 Careers

A Career Development/Employability programme will soon become a CCR-approved activity. This activity will be accessible to all UC students and aims to encourage the development of career management competencies. Planning is under way for delivery of a career development initiative to the 'Go Canterbury' students. This will involve three interactive sessions throughout the year, exploring ways these students can make the most of UC from a careers perspective.

Positive feedback on the UC Careers Facebook page has been received from students and staff alike, and the new location, signage, and facilities continue to attract very favourable comments.

The Engineering and Science Careers Fair took place on 11 May. This event attracts exhibitors from all over New Zealand and some from Australia; all offering great opportunities for graduates, with some also offering summer work opportunities.

3.7.3 Disability Services

No updates to report this month

3.7.4 Student Development

Our Early Intervention Pilot Programme is entering the delivery phase. Invitations for participation have been sent to 40 Biology students identified as 'at risk of attrition' and delivery is scheduled to begin on Thursday 5 May. The Psychology Department has also signed up to this pilot and 700 students in PSYC105 have been invited to participate. Participants are selected based on demographic and behavioural data.

Student Development delivered the second 'Secrets to Success' workshop to NZ Scholarship (formerly known as NZ Aid) students on 11 May. This is one of four planned sessions (one per term) that highlight concepts to help students be more successful. The workshops are part of the new Connections Programme.

3.7.5 Pacific Development

Student Engagement

The focus for our student advisors in April has been student call-outs, particularly to first-year, distance and at-risk students. Office drop-ins and enquiries were reasonably quiet during the April term break. The team has continued to deliver regular engagement activities such as sessions at both the Year 12 Discovery Day and UC Possibilities, respond to College engagement requests and participate in other service activities and professional development programmes. The Discovery Day session was a particular success, with a great turnout of 40 Year 12 Pasifika students.

Community Engagement

April was a great month of positive media attention for PDT and UC Pasifika students. In late April MBA student and Pacific Advisor Riki Welsh attended a high profile Le Va run conference, 'Growing Pasifika Solutions' in Auckland, along with a small group of Pacific Students, two of whom worked with Riki to help organise the conference, which was focused on positive futures for Pasifika young people. As a keynote speaker and event organiser, Riki was interviewed by TVNZ show Tagata Pasifika, including a live TV interview on Saturday 23 April.

April graduation also led to positive media coverage, with two of our three Masters of Teaching and Learning graduates featuring in a front page Press story highlighting their graduation, and the wider issue of Pasifika males in teaching.

PDT has partnered with the UC Centre for Entrepreneurship to encourage third year and postgraduate students to enter the 21 Day Challenge which is this year based in Niue. Because of the Pacific focus in this year's event, we are also working with the event organisers to provide some Pasifika community mentors for the teams involved in the challenge.

The first UC Pasifika Strategy Advisory Group (PaSAG) meeting of the year was held on 26 April.

3.7.6 UC RecCentre

April has seen another busy month, with attendance up by 4,094 visits, as compared to April 2015. We are about 7,500 visitor counts ahead of the same period last year. We currently have around 7,000 members, of which about 6,500 are students.

We held a staff open week, as part of the Staff Wellness Month co-ordinated by Human Resources, which saw a small number of staff take advantage of the special offer. We have three new Gym Hosts starting in term two, as part of the [Co-Curricular Record](#). Our gym hosts volunteer for two hours per week, for the first five

4.5 DVC Academic

The annual report on the summer programme has recently been compiled. Points of interest include:

EFTS in 2015/2016 summer courses increased by 15% compared to the previous summer period, even though fewer courses were offered (100 courses in 2015/2016 and 107 courses the previous summer).

The majority of students enrolled in 100- and 200-level courses.

There was a large increase in EFTS in courses offered by the College of Arts and they remain the College with the largest portion of EFTS during summer.

The course with the most enrolments was EMTH119 (131 enrolments), followed by ANTA101 (71 enrolments).

A series of other reports from Academic Services Group will also be making their way to the Learning and Teaching Committee in the near future. These reports look at topics such as performance, retention and recruitment of various V W X G H Q W F R K R U W V L Q F O X G L Q J and Pasifika; and grade inflation.

The Graduate Destinations Survey is now running annually. The survey includes a range of items that will target graduates' views pertinent to the new generic graduate attributes and related to the strengths and weaknesses of their programme of study. This information will be drawn on when gathering material for qualification reviews.

The deadline for Teaching Award and Teaching Innovation Award nominations has now passed. Twelve nominations have been received from across every College, and portfolios are being assessed by the judging panel. A maximum of five awards will be confirmed at the beginning of June.

Teaching Week will be held on 7-10 June 2016. Events include a South Island Ako Aotearoa Teaching Academy Spotlight event, a Blue Skies Technology workshop, a session on the graduate attribute of employability, a Teaching

5. CONNECT

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

Blogs – general: The team are actively encouraging/inviting more staff and students to blog personally and this is beginning to result in increased participation levels.

Intercom: Average opening rate for April: 41.48%. This is 20% more than the international benchmark for opening an Electronic Direct Mail (EDM) for the Education and Tertiary sector (MailChimp – 21.8%).

Insider's Guide: Average opening rate for April: 48.99% of all recipients opened the EDM – a highly engaged audience.

Photographs: Work to mitigate risks around better searchability, privacy and consent continues through

5.1.2 Media

April media coverage of UC-related topics was overwhelmingly positive. Over the 30 days, there were more than 21 news stories released or pitched, 64 media queries handled, and no negative media coverage. Graduation featured on the front page of The Press, with two Pasifika Teaching and Learning Masters graduates interviewed, as a direct result of a media pitch.

Topics in the news included the Structural Engineering Lab being officially opened and QuakeCoRE launched by Tertiary Minister Steven Joyce, the Student Volunteer Army's launch of the Serve for NZ campaign on Anzac Day and Gallipoli Pine planting.

UC academics were quoted widely with Sociology Professors Greg Newbold and Jarrod Gilbert again prominent, alongside a range of others from every College. An analysis of broadcast, internet and print coverage in April found 411 items. This coverage reached a cumulative audience of 8,491,289 and had an advertising space rate of \$2,049,214.

5.1.3 Stakeholder Relations

UC Connect public lectures included UC Adjunct Fellow Sam Johnson on "Volun-tourism", Dr Murray Sherwin from the Productivity Commission on the current tertiary review and a film-maker and author discussed their work on the Teina Pora case to a capacity audience.

5.1.4 Alumni and Development

Development

Philanthropic Income:

April	YTD April
\$935,045	\$2,134,977

Distributions:

April	YTD April
\$288,263	\$866,032

The Foundation Audit was finalised for the AGM, compliant with the new reporting standards.

With College of Business and Law: Securing 18 Mentors and two judges for the 21 Day Pacific Challenge as well as supporting the request for funding from the Pacific Islands Trade and Investment group for the next 10 years. It will require \$10,000 per year plus inflation to provide funding for the student project.

With Communications and Marketing: The Annual Appeal – Make a Difference in 2016 was mailed in April. This is a fully integrated campaign including direct mail, web, social media and email signatures, with some outbound calling. So far, 65 donations have been made totalling \$14,000. Further information is available at: www.canterbury.ac.nz/alumni/appeal

An application has been made for \$50,000 funding for Music panels in the Arts Centre, supporting the College of Arts. This also involved the Arts Centre endorsing the project.

With

5.1.5 Stewardship

With College of Science: Organisation and funding for the signing event of the agreement with Pells Sullivan Maynick to fund a lectureship in Engineering Geology. This was well attended and well received and was supported by the VC, UCF Chair and Deputy Chair.

The first Scholars' Tea, where Emerging Leader Scholars meet Trustees was well received by the students and the Trustees who are particularly keen to see the impact of the funds disbursed by the UC Foundation. It highlighted that scholars do not necessarily understand that donations support their scholarships.

5.1.6 Alumni

Two Mt John trips were organised, with over 100 alumni and friends. An International Graduation Breakfast was held in Ilam Homestead supported by the VC, Chancellor and Registrar. With the UC Club (formerly the staff club), the team hosted new graduate drinks at Ilam Homestead on 19 and 21 April.

The

7. Financial Outcomes: (management accounts to 30 April 2016)

* A variance enclosed in brackets indicates an UNFAVOURABLE financial variance e.g. income is less than budgeted income OR expenditure is greater than budgeted expenditure.

Actual Total Operating Income is favourable to budget as at April 2016. A positive variance in tuition fees and interest income has been partially offset by a negative variance in research external income and sundry income, resulting in this overall favourable position. Actual Total Operating Expenditure is favourable to budget. The favourable variance relates to operating expenses, total personnel expenses and depreciation.

We had been budgeting for an operating **deficit** as at the end of April 2016 of \$5.636 million, but

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 April 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 capital¹ of \$185.311 million at 30 April 2016 is \$82.209 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 fit-out has been agreed and approved by the Arts Centre. Agreement is now being sought from Christchurch City 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.

7.4 Craigieburn

The University's Trust Funds have received a substantial payment representing rental arrears and a contribution to legal costs in respect of the outcome of the arbitration on the rental for the University's high country property, Craigieburn.

8. COLLEGE SUMMARIES

This month the College is formally acknowledging the retirement of Emeritus Professor Patrick Evans. Patrick, who continues as an Adjunct in the English department, has been at Canterbury for more than 40 years, making a profound contribution to the Humanities, and will be much missed as a full-time member of our Arts community.

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

No update received.

8.3 College of Engineering (Te R ŋai P kaha)

We are currently recruiting several new academics as replacements for departures or new positions because of increased EFTS in 2016. We will make or have made several offers and are waiting for the usual immigration processes to take place so that our new staff can commence working with us in the Civil, Mechanical and Electrical Engineering departments, and Computer Science and Software Engineering. We are also working on staffing requirements for 2017 because the likelihood is that at least one department will move to double streaming to accommodate a much bigger first Professional Year, which will require more resources.

We have commissioned ResearchFirst to look at the attractiveness of the brand new BProdDes concept, and will make a go/no-go decision based upon their findings in a month or so. Early indications are however that, done carefully and with appropriate titles for the Majors, there could be an appetite in New Zealand for such a programme. We have also asked the IRO to test the concept overseas.

We have a number of new programmes currently going through the CUAP process, a number of them specifically designed to attract full fee Masters students.

Finally, we are very close to re-occupying the first of the new Engineering wings, ECE. Coupled with the opening of the SEL recently by the Minister, we are clearly more than halfway through our disruptions since 2011, and soon there will be much to celebrate.

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

We were fortunate to be the first College in the University to run the Organisational Culture Inventory; a Human Synergistics tool to provide us with the information and way forward to discuss and address organisational culture in the College. We collected data via surveys in April, and managers, Heads of Schools and senior academics in the College participated in a two day Culture Leadership Workshop in early May. The workshop provided a framework for learning about organisational culture and also served as an important leadership development opportunity for College leaders. While we are just beginning our journey to discuss and shift culture, we feel we've made a very positive beginning.

Our teams in Early Childhood and Primary Teaching were congratulated for the glowing reports from the programme external monitors on the Bachelor of Teaching and Learning (Early Childhood and Primary). Although we are waiting for the written reports, Dr Mackey (Dean of Education) reported that the excellent verbal reports she received were testimony to the strong leadership and outstanding commitment, expertise and energy of all staff involved in the degree programme.

The external monitor's report for the Bachelor of Education (Physical Education) was also complimentary and acknowledged that the transition arrangements due the suspension of the programme are being well managed.

We currently have a world leading expert in teacher education visiting our College for a 6 week period through the Canterbury Visiting fellowship scheme. Professor Sharon Feiman-Nemser, from the USA, is working with our academics and leaders in the School of Teacher Education as well as our educators in Education Plus. Professor Feiman Nemser has written extensively on student mentoring in teacher education, supporting new teachers in their school communities, learning how to teach, and ongoing teacher professional development.

8.5 College of Science (Te R ŋai P taiao)

No update received.

9. CONCLUSION

As we move into the second term, the focus of many staff is on enhanced teaching, learning and support for our students. Our upcoming Teaching Week 7-10 June will enable the community to share best practice more widely.

Further steady progress is continuing on our UC Futures strategies, both in terms of physical infrastructure and the graduate profile and on research initiatives, building on the new revenue streams of the first quarter.

Overall our university is in good heart, anticipating further growth in student numbers for semester two and beyond.

9.1 Appendix 1: 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 continuance for the next few months whilst both wings begin to be fully enclosed. The SEL project is complete with only minor close out works required post Practical Completion following a successful opening of the building. The completion of ECE wing in the p e n i (n

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)

The main structural steelwork for both buildings is progressing well ahead of façade installation, completion of the main structure will occur in the next four to five weeks and are in advance of the critical path activities for façade installation.

The façade installation is progressing with some delays. In addition some rework is required to the south-east elevation to ensure correct levels are obtained. This work will be carried out in parallel

The project team in conjunction with Hawkins are investigating all options for rescheduling the works to recover this time. The shop drawing process for the structural works is proceeding with 90% of the drawings now issued to the contractor. On site, Hawkins continues with site preparation works by removing the required areas of the basement topping slab to enable forming and construction of the mega columns. On upper levels, the hollow core topping slabs are being broken out around larger cracking to enable new reinforcement to be installed.

RHS secondary steel for hollow core slabs is now being installed and the scaffolding has been erected on the north elevation of the north wing in preparation for the façade works.

The design team are working with CoEHHD, Maori and Pasifika groups to finalise the cultural influences on the building fit-out (these have no material impact on the product choices included in the tender documents).

Other Buildings/ Projects

UCSA

Preparation for the relocation of the Ilam Early Learning Centre to Dovedale continues. It is anticipated that the new facility at Dovedale will be operational from 1 August. There is no prolonged closure of the Ilam Early Learning Centre as the final move is happening over a weekend. This relocation occurs prior to demolition of the existing UCSA building. The demolition and asbestos removal tender documents are being compiled for issue with demolition planned to take place after exams with an anticipated start on site of 1 August.

Residential (Student) Accommodation

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

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

1. Demand and supply of beds

Final enrolment numbers for 2016 have been supplied to the consultant to update the demand forecast which is expected in May. The expectation is that this update will support the requirements for a postgraduate development in 2018, but show a delayed commencement to the undergraduate hall is appropriate. The commencement of this second development will be monitored against the

6. Existing UC Temporary Sites

In recognition of the site clearance date requirements and lease expiry dates for Waimairi Village and Waitakiri Village respectively, planning for packing down the villages remains at its initiation stage.

9.2 Appendix 2: Upc

9.3 Appendix 3: VC's Activities

Past

28 April 2016

- | |
|--|
| x Travelled to New York and the UK for Alumni and recruitment events |
|--|

Upcoming Events

26 May 2016

x Meeting with the Principal of Christ's College regarding engagement

