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1.

Commissioning this building is so complex that UC has appointed an Independent Commissioning Agent (ICA) to provide design review, verify proper installation, operation, and performance of the systems and equipment installed, the review of contractors' commissioning plans and recommendations for improvement, the overview of all commissioning and testing, ensuring that commissioning is consistent with the Green Star Credit "1.0 Commissioning Clauses" to achieve a Five Star Green Star Design rating equivalent under the Green Star New Zealand - Education 2009 tool – although formal application for the rating will not be made at this stage.

Dominion Constructors continues work to complete the 'soft strip out' of the Von Haas building and to remove asbestos. Significantly more asbestos has been found in the building than was anticipated and this is likely to impact both the schedule and demolition.

Canterbury Engineering the Future (CETF)

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.

UC students have had extensive opportunity over the past month and in the coming weeks to engage in innovative and enterprising experiences. Recent activities through the University Centre for Entrepreneurship (UCE) involving students across Colleges include the Business Case Competition, the UCE Kathmandu NZ Social Enterprise Challenge and a one day intensive boot

International Growth Strategy

UC continues to be an attractive destination for Study Abroad students largely from US universities, where it is either considered best practice or is compulsory for students to experience studying away from the US. These students have a large number of destinations to choose from, and New Zealand is an attractive destination as a place with an English speaking Western style education system.

International Partnerships

The 14 UC students to go to Peking University in November have been selected. This was a very competitive process, with 104 applications received. Peking University has recently climbed to 27th equal in the Times Higher Education World University Rankings (THE) 2018, making it the highest ranked Chinese University.

Study Abroad

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Contact Centre and Enrolment

The Contact Centre has employed four additional casual staff members for the peak October period. Training will commence with an induction on 20 September.

Shared Services has organised “Spring into Action” which will launch in September as a wellness initiative for staff. The focus is on the five winning ways to wellbeing: to connect; to be active; to take notice, to keep learning; and to give. This empowers staff to be the change within their own teams and create opportunities for meaningful engagement in the wider community through participation in health and wellness initiatives.

Support of staff wellbeing was highlighted when the initiative was a winner in the 2017 Vice-Chancellor’s Health and Safety Awards

Scholarships

Twenty eight school leaver scholarships closed on 15 August with 2,136 individuals applying for at least one scholarship – in total 6,179 applications were submitted. The objective to ensure scholarship offers are made to prospective students at the same time as accommodation offers is progressing ahead of plan.

The October UC Master’s and Doctoral scholarships and other postgraduate scholarships opened this month.

The Scholarships Office hosted the Universities New Zealand Scholarships Manager, Jon Winnall, and the Scholarships and Projects Advisor, Darren Reddiex, on 9 August and discussed the processing of Universities New Zealand scholarships. It was noted that Universities New Zealand and the UC Scholarship Office have a very good relationship.

The Team Leader Scholarships attended the annual national meeting of tertiary scholarship providers which was held in conjunction with the New Zealand Deans and Directors of Graduate Studies annual meeting. It was agreed the University of Canterbury and Lincoln University will host this meeting in 2018.

Accommodation

The accommodation application process opened on 1 August with a \$100 application fee implemented for the first time. The application numbers are down on 2016 at 1,

UC RecCentre

3.7.1 Visits

August has seen 30,787 turnstile visits, the third biggest month this year, beaten only by March and May which both saw more than 32,500 visits. If attendance stays on trend, higher numbers are expected in September, with a slight easing from October onwards as the academic year concludes.

3.7.2 Memberships

As at 31 August, the RecCentre has about 7,770 student members (91.7% of members) has seen a growth in non-student type memberships to about 650, with the largest increase coming in alumni memberships.

New Technology to improve service and experience is being trialled, as is Technogym cardio equipment, which is supported by My Wellness, a complimentary cloud based wellness app. The 10-year equipment replacement plan includes a move toward Technogym weights and cardio to provide better engagement with students.

UC Information Technology Services is assisting with an update of membership software, with the software provider. This should provide more online capability, automate membership processing, and also allow provision of online booking in the future.

UC Sport

Work to consolidate UC Sport's strategic vision continues, with a draft plan being submitted for further refinement. UC Sport is also collaborating with Go Canterbury to promote UC via sport, through the Sports Academy and associated programmes.

Sport Competitions are under way for Semester Two with more than 90 teams competing in social sport events. August saw three Inter Hall Sport events hotly contested with College House and Uni Hall now jointly leading the competition.

Student Success

3.9.1 Student Care Service

During August Student Care had 293 student engagements, bringing the year total to 272 student engagements. In addition, during August the team managed:

- Ongoing staff enquiries about particular students for whom they need guidance/a
- Prospective enquiries – two to three enquiries per week from prospective (mostly international) students for information. Students were re

Springs with New Zealand Scholarship students, and implementing the first meeting for 60 Language and Cultural Experience (LACE) and MGMT228 students.

Pacific Development

3.10.1 Retention

Connections, Exploring Multiple Pasifika Identities in a Bi-cultural Space, and other relevant topics. These two full days will be offered at the end of April and the end of October 2018.

4. CONCENTRATE

Enhance research and creative work in chosen areas of endeavor; 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.

Deputy Vice-Chancellor

4.1.1 Academic Services Group

Academic Services support for qualification and course quality assurance at this point in our annual cycle moves into a role of supporting the following activities: CUAP Round Two

The Timetabling manager and coordinator recently attended a conference with our software supplier JDR Software regarding the student allocation tool (Allocate +), and this will provide additional benefits for the academic and administrative staff.

At its September meeting, the

4.1.4 Research Reputation

The annual Times Higher Education (THE) university ranking has been released, with UC maintaining its 351400 ranking for 2018. The University of Auckland fell from 165 to 192, University of Otago remained at 250, University of Waikato increased from 400 to 351-400, Lincoln University increased from 500 to 401500, while Victoria University of Wellington fell from 351400 to 401500. A recent analysis from Hobsons International Student Survey shows QS Rankings and THE Rankings are now the first and second rankings, respectively, that influence international student choice the most in applying for particular international universities including those in New Zealand.

4.1.5 Postgraduate Research

Postgraduate research student numbers have plateaued with current PhD numbers at 1064 (end of August), however this does not include 100 on enrolment suspension.

Highlights for the month include:

- 21 new PhD students enrolled in August exceeded the number of PhD students finishing with 15 PhD submissions.
- The UC Thesis-in-three finals were held on 15 August. A total of 16 competitors presented their research in three minutes and using one Powerpoint slide to an audience of several hundred. The overall winner Philipp Suelthrop (Electrical Engineering) will be representing UC at the Asia Pacific PhD finals in Brisbane in September. The best Masters presentation was given by Jess McHale (Geological Sciences). Jess represented UC at the NZ Masters University finals in Wellington at the end of August.
- The Dean and Academic Development lecturer Dr Erik Brogt have just completed a series

Project Communications

The UC Legends initiative is being revived online and will integrate with initiatives being developed by the Alumni and UC Foundation team to celebrate Honorary Doctorates and alumni and the inspiration they provide UC students.

Support for the Chancellor's Dinner and UC Council Awards has begun, with production of medal winner videos and historic displays and slideshows for the CETF project completion which will be celebrated at the event.

Updates have been made to the UCSA, Arts Centre and Rehua webpages on the UC website. A new health, safety and wellbeing webpage for prospective students and their parents has also been developed. The Capital Works web pages are being prepared for conversion to the Web Content Management System (WCMS) in October.

New Think first Te Reo collateral was rolled out on campus. An alternative Think first game/competition using existing Instagram and Snapchat channels is being developed, with a planned rollout in October.

Media

August coverage of UC related topics was overwhelmingly positive, much of it generated proactively. Three of t

Events and Partnerships

Ninety-nine young women from 11 Canterbury schools joined us in August for the recruitment focused Women in Leadership breakfast, which showcases the immense leadership opportunities for female students at UC. Year 12 and 13

Health and Safety

An independent review of Health and Safety Policies, Processes and Practices is to be undertaken in the final quarter of this year.

Infrastructure

Refer to Appendices

8. Financial Outcomes:(Management Accounts to30 August 2017)

August 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	236,076	234,733	1,343	351,050	357,653	6,603
Total Operating Expenditure	231,620	238,750	7,130	360,170	356,294	3,876
Net Surplus/(Deficit)	4,456	(4,017)	8,473	(9,120)	1,359	10,479
Net Surplus/(Deficit) as a % of Total Operating Income	1.9%	(1.7%)		(2.6%)	0.4%	
Capital Expenditure	118,881	169,370	50,489	205,980	180,000	25,980
Cash/ Short Term Investments/ Short Term Government Stock	267,213	177,430	89,783	138,268	239,462	101,194
Working Capital	180,042	112,939	67,103	107,074	189,559	82,485

* 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 August 2017. This overall favourable position is due mainly to favourable variances in research external income and interest income. This has been partially offset with unfavourable variances to budget in tuition fees and Government grants. Actual Total Operating Expenditure is favourable to budget. This favourable variance relates to operating expenses, depreciation and total personnel expenses.

We had been budgeting for an operating deficit as at the end of August 2017 of (\$4.017)m, but have returned an operating surplus of \$4.456m. This is a favourable variance to budget of \$8.473m.

Capital expenditure is currently \$50.489m below budget. \$94.530m of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year to date budget of \$125.799m. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by \$19.220m. While UC Futures main building projects are expected to complete by 31 December, other projects are being delayed and the forecast capital expenditure for the year was reduced to \$180m in the July forecast.

Cash Flow

The August 2017 cash position of \$267.213m is higher than budget by \$89.783m due largely to higher than expected balances at 31 December 2016, maturing term deposits, and failure to meet budgeted capital expenditure expectations. We are holding adequate cash reserves to meet expected capital costs for all mainstream projects.

Forecast cash flows including the Government 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, 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 who will advise on the financial risk to the Crown and assist the UC Council in managing financial risk.

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

Working Capital

Working capital of \$180.042m at 31 August 2017 is \$67.103m more than budget, mostly due to the higher cash balance explained above partially offset by lower other current assets.

Forecast full year result

While we are currently forecasting a small surplus for 2017 compared to a significant budget deficit some of the favourable variance relates to deferred costs and extra interest income arising from the delayed completion of the three major buildings. Also included in the forecast is the last insurance claim arising from the earthquake (\$1m) from EQC in relation to 70 self-contained residences

of 'Virtuosity' concerts, and an impressively ambitious performance of Xenakis's opera *Deserteira*. Our professorial lecture series, 'An Evening With ...' on the first Tuesday of every month, is also attracting interest, with recent presentations from Amy Fletcher and Steven Ratuva on the impact of new technology, and of Donald Trump's presidency on the Pacific, respectively. More examples of the wide range of scholarly and cultural activities undertaken by the College are listed in our weekly newsletter, Arts Update, available at the following link: <http://www.canterbury.ac.nz/arts/artsnews/archive/artsupdate/>

The Head of School of Language, Social and Political Science, and Dean (International) Professor Beth Hume is leaving UC in October to take up a position as Provost for Undergraduate Studies at Ohio State University. Beth has made a huge contribution to the College in these roles, and we wish her well for the future. She is being replaced as Head of LSAP by Associate Professor LindaJean Kenix from the department of Media and Communication.

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

College Planning for Growth

The College Executive team is currently focused on the strategic and operational challenges associated with the strong growth in student numbers in both Business and Law. The College is currently reviewing all academic administrative roles in the Colleges services hub to ensure existing staff resources are able to support growth, as well as the relocation of the Executive

George Mander (BSc/LLB) won a top award and Logan Williams (BA Hons) and Claire Elliot (BSLP Hons) both won scholarships. Congratulations to these students.

Team New Zealand: Final year BCom/LLB student, Daniel Chan has been selected to join Team New Zealand to compete in the Heavener International Case Competition in, FUSIA in February 2018. Daniel was selected based on his previous experience in UC case competitions, his exceptional public speaking capabilities as well as his strong strategic thinking skills.

College of Engineering (7 H 5 — Q J D L 3 Ì N D K D)

Early in September we had our second Strategic thinking day “Back on Track 2”, led by Darren Levy of Human Synergistics. The day took the form of giving attendees some tools to help in strategic planning, including how to involve others and how to be assertive when thinking of new innovations. To follow up, in 2018 we will use these ideas to develop more detail under the headings in our new College Strategy on a Page. This will be done by creating specific groups of people interested in particular areas of strategy. After we have done that, this will feed forward into operational plans from 2019 onwards. The main theme of that Strategy, and planning to achieve our targets and goals, is to “Capitalise on our new Facilities”. Therefore our attention is already turning to next year, with ideas of more activities in the new Core and other spaces, to engage especially the new Intermediate students and to attract visitors and industry.

This month Dr Moffat Mathews from Computer Science and Software Engineering visited to help our UC recruitment officers with education fairs, agent visits and high school student visits. The College Dean (International) also helped out at the Edwise and Global Opportunity fairs in New Delhi and then travelled to Chennai visiting Edwise agents. He has also given two recruiting lectures at a couple of engineering colleges. There continues to be high interest in our offerings from the Indian market.

Our new buildings have offered an ideal opportunity to refresh our Health and Safety signs. Increased compulsory Personal Protection Equipment (PPE) – specifically safety footwear – students will be mandatory in some labs and all workshops throughout Engineering from 2018 onwards. Departments are currently identifying the respective areas and these will be communicated. Once these areas are confirmed, any staff or visitor entering those areas will also be required to wear the relevant PPE. We have recently invested in some new more modern lathes.

The College H&S Induction is now on EARN and anyone with a UC login can access it.

Finally, we have been delighted to see over 60 students already completing all the online steps required to enrol in our new BProdDesign degree. A further 26 students have started the process. There are many more who have started the process. We are tracking the origin and qualifications of the students and we are confident that these students would not have enrolled in our engineering degree had this new degree not been developed. In many cases we are getting interest from schools who have not previously sent us any Intermediate students.

are looking for when they interview graduates for teaching positions and what different schools offer to support their teaching in their early years. The Primary School Principals' Day followed a very successful Secondary School Principals' Day held earlier in the Semester.

Our research team within the College who are part of the *Better Start National Science Challenge E Tipu e Rea* showcased their research through an excellent series of short presentations

Departments already share a Head of Department. Associate Professor Katharina Naswall – and have recently reorganised the administration between the two Departments to work as one team. The decision on this is expected to be made before the end of this year.

At the time of writing the College received notification of the outcomes of the highly contestable MBIE Endeavour Fund evaluation process for 2017. The outcomes are very pleasing for us. Two of our MBIE Endeavour Research Programmes have been funded: Dr Rita Dionisio, a Postdoctoral Research Fellow in the Geospatial Research Institute *Toi Hangarau*, has secured \$2.6m research on map-based tools for community and 't pcp i c"vy p"r rcpplpi 0Vj ku'tgugctej "lpxqixgu" eqmcdqtcvqp'y kj "P i k'Vcj w'cpf "cp'ly klp"egpvtcnVg"ku"c'O wk0Rtqhguaqt"Fc xg"Uej kgn"qh'y g" School of Biological Sciences, has been awarded \$62m for his work on recovery of coastal marine ecosystems after the Kaikoura earthquakes. In the Smart Ideas portfolio, through which \$1m awarded to each of the successful grantees, Associate Professor Ren Dobson (Biological Sciences/BIC) will conduct work on a biomarker assay platform; Professor Antony 'Fazl Fair (Chemistry/BIC) will continue his work on glycoprotein production, Professor Andy Nicol (Geological Sciences) will explore the discovery of oil and gas associated with volcanoes in NZealand and Associate Professor Paul Gardner (Biological Sciences) will work on tuning protein expression. Congratulations to all of our successful grantees.

10. Conclusion:

I am increasingly confident that we may see an increase in our share of Canterbury high school leavers who go to University, choose the University of Canterbury. We are seeing strong interest in new programmes, the Bachelor of Criminal Justice, Bachelor of Product Design and taught Masters degrees. We are also seeing increased success in securing research income and philanthropic support. That said I am aware of the challenges all staff face in operating under tight budgets, uncertain project completion cost and changing student expectations. For many staff it has been a long seven years since September 2010. We have achieved a lot. We have much to be proud of but fatigue is real. We all need to take a moment to thank each other, to assume the best in all our colleagues and work to make someone else to have a better day.

11. Appendices

Appendix 1: Building Update

Overall

All campus projects continue to be very busy though the number of tradespersons on campus has increased to about 500 persons with an increase of trade labour on the Rehua project. Work is continuing safely on sites with no major injuries again reported for the last period.

Campus Construction Safety Group

The Campus Construction Safety Group continues to meet ~~to~~ focus on the construction projects and their Health and Safety implications on the University's ~~day~~ day business and reputation. UC recently undertook independent ~~health and~~ Safety

Tranche Two

- Under the conversion of the Hawkins contract to a Fixed Price Lump Sum (FPLS) the University elected to pursue a staged occupancy strategy for the Civil and Natural Resources (CNRE) wing. The following practical completion dates were agreed within the FPLS terms and conditions:
- Fluids and Structures labs – 30 June 2017

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Logie and Locke refurbishment

- The first phase of the toilet refurbishment on Levels 1, 3 and 5 is now complete. The contractor is now stripping out the existing toilets on Levels 2, 4 and 6. There has been some delay due to the discovery of asbestos, but this has been removed
- Plans to further consolidate the College of Arts into Locke and Logie have been agreed with the College and have formed the basis of the Business Case for the refurbishment of the buildings, which is now on its way to UC Council consideration.

Postgraduate apartments at Dovedale

- All concrete slabs have been poured on site and roof framing on Blocks Five completed.
- The prefabricated bathroom and wall units for Block Five assembled on site and Block Four has started.
- Learnings from these initial assembled components are being applied on the other blocks by Naylor Love and they anticipate the process of assembly on the other blocks to now speed up.
- The project remains on programme for occupation in February 2018.

Warehouse Lecture Theatre Project

- The business case has been approved and the project is now on track.
- The design is now completed with Building Consent documentation lodged in mid-September and is underway for pricing by the subcontractors.
- An agreed methodology has been agreed with the Council to ensure that the space will be operational under a Certificate of Public Use in time for Semester 2 2018.
- Brosnan Construction Limited are the successful contractors who has been involved with the detailed design process to ensure buildability and reduce programme risks. Their approach to date has been collaborative and value for money.
- Long-lead items and early procurement has been placed to ensure the programme is still on track with as much offsite prefabrication as possible with construction details finalised prior to starting works on site. Site measures and shop drawings have also been undertaken to reduce design errors and issues on site.
- The construction programme from Brosnan remains challenging at 10 weeks which is constrained from the CETF decant but is still achievable. The Warehouse is to be fully cleared by 8 November so that the construction works on site begins at full speed with off site works already constructed and ready for delivery/install of the prefabricated components.

Projects in planning this month include:

- Vacating Dovedale and Kirkwood Villages.
- New Learning and Teaching Spaces planning for 2018/2019.
- NZ Fire Station/Education Centre proposal.

Appendix 2: Upcoming Events Calendar

Date (day/date/month)	Event name	Key goal
Wednesday 20 September	Professorial Lecture Series: Professor Colleen Mitchell & Professor Natalie Chaban	Engage
Wednesday 20 September	Postgraduate Info Evening	Recruit
Wednesday 20 September	UC Connect public lecture: New Zealand's rivers: Can we learn from history? Presented by Catherine Knight	Engage
23-Sep	SCHOOL TERM 3 ENDS	-
Saturday 23 September	UC Chch Youth Orchestra concert	Engage
Monday 2 October	Community Meeting	Engage
Friday 6 October	Antarctic Season Opening and Civic Reception	Engage
10-Oct	SCHOOL TERM 4 BEGINS	-
Wednesday 11 October	UC Connect public lecture: How product designers will shape the world. Presented by Professor Conan Fee	Engage

Monday 16 October

Appendix 3: VC Activities

Past	
31 August	<ul style="list-style-type: none"> Hosted member of the Synlait Management Team on campus regarding the PIPs project
05 September	<ul style="list-style-type: none"> Attended the QuakaCore Board Meeting in Taupo
15 September	<ul style="list-style-type: none"> Attended Staff of the Year Awards
18 September	<ul style="list-style-type: none"> Attended Health and Safety Visit at CETF with Council
19 September	<ul style="list-style-type: none"> Welcomed Hon Gerry Brownlee to campus for the Europa Lecture
20 September	<ul style="list-style-type: none"> Hosted dinner with Oxford Students
21 September	<ul style="list-style-type: none"> Welcomed Jacinda Ardern to campus
22 September	<ul style="list-style-type: none"> Attended dunch with Oxford Students

Upcoming Events	
25 Sept	<ul style="list-style-type: none"> Hosting a lunch at Arts Centre for Robin Mann
2 October	<ul style="list-style-type: none"> Attending Community Meeting
4 October	<ul style="list-style-type: none"> Meeting with Connor English regarding Postgraduate PIP
4 October	<ul style="list-style-type: none"> Hosting a table at Champion Canterbury Business A64 (2 O)2
5 October	<ul style="list-style-type: none"> Spe2 Ong at 2017 Tech JumpSta2t A64 (2 O)2d Ceremony
6 October	<ul style="list-style-type: none"> Speaking at official opening at the Antarctic SeaOpening
6 October	<ul style="list-style-type: none"> Attending Sup2eme Club A64 (2 O)2ds
10 October	<ul style="list-style-type: none"> Attending Entre \$85K Annu2 O A64 (2 O)2ds
11 October	<ul style="list-style-type: none"> Attending UC Connect: