Dr Rod Carr Vice-Chancellor Tel: +64 3 364 2495 Email: <u>vice.chancellor@canterbury.ac.nz</u>

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Stage Two, the proposed replacement

2.7 Gtd P6

The review and development of the Bachelor of Commerce continues to lead the University's reaction to the introduction of the graduate attributes. The new developments for the degree are targeted at CUAP this year. The College of Arts is continuing to develop a Global 'hub' to support the global awareness attribute.

2.7.1 GtdA b

Colleges and Faculties are assessing how well extant courses meet the graduate attributes and learning objectives. University Council will hold a workshop on 24 February to review progress in planning for and giving effect to the Graduate Profile.

А

Learning Objective: Students know and can critically evaluate and, where applicable, apply this knowledge to topics/issues within their majoring subject

А

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

The launch of the Centre of the Entrepreneurship occurred on 3 February, further information is included below.

The relocation of the Careers Advisory Service from Alice Candy House to the centre of campus in the ground floor of the refurbished Geography building is in part aimed at raising the (t)40(e a)-44(-2(ng 1 Tf - 2(ng 1 Tf

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

2.8 **B**Cim

Late last year the Government announced the Productivity Commission would be undertaking a year-long investigation into tertiary education in New Zealand. The process involves the Government issuing a terms of reference for the study (completed), the Commission preparing an issues paper (due February) which is the basis for consultation with a wide range of interested parties followed by them issuing a draft report of their findings (expected in September 2016). The report is then subject to further consultation before being finalised (early 2017). Universities NZ will make a submission. The University Council will decide if UC is to make a submission in its own right.

In the meantime the Labour Opposition has released its policy to phase in over nine years, starting in 2019, of up to three years of free tertiary education for all New Zealanders who have not already completed three years of tertiary study.

З. <u>СНА</u>

Promote an inspirational and innative learning and teaching environments, raising standards of enhancing student success

3.1 I **b þ d þ**

6**b**y

З.1.1 I **b**р **þ**

The Partnerships team has focused on the CHCH101 Strengthening Communities through Social Innovation summer course, which ran from from January 18 to February 5. We have 31 students enrolled in the course (eight from Beihang University, China, 16 from Peking University, China and seven from Adelaide University, Australia). Last year we had four students from Peking University and nine students from Adelaide University.

We are taking an active role to give the students from these three key partner universities a unique experience both inside and outside the classroom.

Other key initiatives for December and January included the draft proposal for an International Links Policy, which establishes critical guidelines for the formation and management of ongoing partnerships. This is part of the "fewer better" strategy as UC moves forward.

3.1.2 **U**

In late December, UC signed the agreement to become an official member of the Global Engineering Education Exchange ("Global E3"), an international educational exchange programme for engineering students comprised of a network of 70 member institutions from 24 countries. Membership of this consortium will open up a number of opportunities for UC engineering students and it is expected that UC will begin exchanging students through the consortium in Semester Two.

The regulations and policy for OE with UC (the offer of free return economy airfares for 2015 first year students participating in the Student Exchange programme) are being finalised. The first eligible student who will benefit from this offer will commence her exchange to Japan in April 2016.

6

Α

In response to recent terrorist attacks overseas, safety advice for UC students participating in the exchange programme has been reviewed by the Senior Risk and Insurance Advisor and the IRO. A Travel Risk video has been produced specifically for outbound UC students and is available for students to view online.

3.1.3 **M**A

In January 2016, UC was accepted as a Commitment Partner in the US Institute of International Education (IIE) Generation Study Abroad initiative. This is a five-year initiative with an ambitious target to significantly increase the number of US students studying abroad by the end of the decade. Participation in this initiative will allow UC to network with US universities that have committed to specific goals to increase the number of US students studying abroad.

Planning has started for recruitment travel to the US in late March 2016, with a focus on new partner development. The Mobility team is also preparing for the arrival and enrolment of the February intake, with a combined total of over 230 Study Abroad and Exchange students expected to enrol in February. Preparation has also commenced for upcoming Study Abroad advisor site visits to UC in February and March.

3.2 IbaR ban (bgin type)ad

Full fee students from domestic high schools are predicted to increase from 38 in 2015 to more than 90 in 2016. This significant increase has resulted from increased concentration on Canterbury schools and the introduction of specific Deans Awards for certain Canterbury high schools. The call plan for local high schools will start in February, in conjunction with the Liaison team.

Work has been progressing with Marketing on the new International Student Guide, which focuses on why international students should come to New Zealand, Christchurch and UC. It will be used as a sales document in conjunction with the prospectus.

3.2.1 Migdlid

December activities for Malaysian, Singaporean and Indonesian markets have focused mainly on conversion and following up with students to accept offers, and with agents regarding incomplete applications. A review of the Indonesian Country Strategy has been completed. Additional work has also been completed on the 2016 Arrival Guide.

3.2.2 **b**A

We have hosted key visits from the founder of Edwise – one of our key agencies. The UC India representative made her annual trip to UC in late January, taking the opportunity to meet with Colleges, get updated on course changes, connect with the University, and enhance her knowledge of it.

Planning has started for February recruitment activities in India and involves an Indian alumni for the first time. Attendance at three key Edwise fairs is a key element. These were offered free of charge by the founder in December 2015.

3.2.3Cha

Chinese applications are steady and we expect to see further progress once the appointment of the in-country manager is finalised. The proposed start date is mid-February. The agreed targets are 100

3.2.4 PigelCpIs

We are working on a number of issues to ensure capacity limits and concerns over balance do not impact on the achievement of full fee targets.

Capacity issues – IRO has been working with colleges to identify programmes where capacity is a constraint and providing support to manage these issues. This is an ongoing concern with both the Executive Development Programmes and the Masters of Engineering Studies Programmes, both noting capacity as a key reason for not accepting further students.

Processing Issues – As at 29 January 2016, the triage of the UC Admissions inbox was 100% up to date with zero backlog. This is critical, as these emails often contain documents needed for full offers and also new applications for later intakes. The challenge is now to provide support to Admissions to ensure that processing times meet market expectations.

A new Student Services Innovation Manager has been appointTw 36thAeuhallesngt thatTj 0.72 0cy19 b

Local schools who participate in our Future Problem Solving programme have been contacted regarding proposed dates for 2016, and UC staff who could speak at this event are being sought.

The new principal of Hagley High had asked the Vice-Chancellor to address his teaching staff and was accompanied by a number of UC staff when addressing about 120 staff.

The team has also assisted the College of Business and Law by attending the College morning tea for new students. This was well attended by students still in the process of enrolment, many of whom benefitted from access to staff to answer questions.

3.3.2A E **b**n

A total of 429 admission ad eundem statu(AES) applications were received to 28 January. This compares with 348 and 347 AES applications received in January in 2014 and 2015.

AES Admission decisions: Number and type made from 1 to 28 January 2016:

	Total	Undergraduate	COP	Postgraduate	PhD/EdD*
Full offer	99	34	19	29	17
Conditional offer	40	20	0	14	6
Declined	50	15	0	34	1
Total	189	69			

	Headcount				EFTS EFTS							
	Applications to Enrol				Actual E	nrolment	Full Year Enrolled					
ATE Enrolment Week: 19 (06/02/2016)			2016)		nt Week 6: /2016)	Actual	Actual	Actual	Actual	Budget		
	2012	2013	2014	2015	2016	2015	2016	2012	2013	2014	2015	2016
Domestic 1st Year	3,365	3,281	3,221	3,349	4,027	1,639	1,864	2,875	2,886	2,922	2,974	
Returning	9,727	8,593	8,046	7,773	7,899	5,131	5,141	9,459	8,495	8,245	8,079	

3.7 Cpc i plan el plan

February will see Careers Internships & Employment (CIE) in its new location on the ground floor of the Geography Building. This central location is both visible and accessible to students, academics and employers and provides greater flexibility for career education delivery, student, employer and community engagement. In addition to a seminar/workshop room, the new location offers a resource area and two interview rooms which will be utilised by employers of students and graduates, used for Skype interviews and interview coaching sessions.

There has been strong interest by employers in the 2016 UC Career Fairs with registrations for these events already high. This is a reflection of both the interest industry has in UC students and the reputation of the quality of UC Career Fairs. The 2016 career fair dates are:

Law Recruitment Evening

- Thursday, 10 March 2016

DRS advisors are busy enrolling, interviewing, and writing up support plans for new and returning students. Alternative Format Centre (AFC) staff have begun to reformat students' textbooks and

Implementing the Go Canterbury ision of a living-learning community with an exhilarating yearlong schedule of outdoor excursions and academic development has also started. Student experience and activity

3.11**U &e**

3.11.1**M** A

The RecCentre has seen a steady start to the year with a little over 13,000 visits in January. This is on par with last year. Our membership still sits at 8995, of which 8,362 are UC Students. 2015 Student memberships expire on 28 February, with all students required to register again from February 1.

3.11.2 Mg

<u>TeachMe</u> is a series of free 30minute Intro sessions using an education-based approach. TeachMe will eventually replace our free StartMe programmes. The intent is to teach the tools, concepts and techniques to help students navigate the internet-based programmes they see, and to create their own fitness programmes. These sessions allow delivery of information to small groups in an interactive way, utilising staff resource more effectively. It also gives the students and members opportunities to meet others in the gym environment. After a successful trial last year, the programme is being expanded to run year round, and to cover more aspects of training. Personalised programmes (SteerMe) and Personal training (PushMe) will still be available for those who want complete guidance, and a low fee will continue to be charged.

<u>Small Group Training</u>ill continue to be offered in 2016. This year, all the favourites have remained (a mix of Fitness and MindBody courses) for Term One. It is also planned to introduce a couple new short courses in Term Two and Three – Nutrition for Health and Wellness and a Ballet Barre course. We expect both to be popular.

3.12 U 👂

Following discussions and a review of the nature of sport at UC in 2015 aiming to coordinate all sport resources under one banner the 'UC Sport Statement of Pj ET Erbrb- $/P \ll 2(C)-3scTJ = 0 Tc = 0 Tw = 4.0$

The Emerging Athlete Programme (2016 pilot) has recruited 15+ first year student-

Professor Jon Harding has been appointed Dean of Postgraduate Research in succession to Professor Lucy Johnston who has departed to Newcastle University, NSW.

We are pleased to report a record value of \$47.2m for the total contract value of External Research Grants executed for 2015. This figure includes funding received for the QuakeCoRE Centre of Research Excellence.

Doctoral enrolments for 2015 totalled 225. This compares with 214 and 208 in the previous two years and is a new record. In 2015, 163 doctoral theses spanning 53 disciplines were submitted for examination. The median time for submission was 3.83 EFTS or 3.58 EFTS when earthquake-based extensions were excluded. These times are an improvement (i.e. lower) than the 2014 figures. A total of 230 Masters theses were submitted for examination in 2015 an increase of seven on the 2014 figure.

In 2015, the PBRF stocktake of research portfolios was completed for four colleges. The College of Business & Law followed an internal process but all five colleges will now participate in the 2016

4.2 NX A

4.2.1 A

In terms of academic matters the review of academic progress is now almost complete. Students are reviewed at the end of Semester One and Semester Two with outcomes including no action, warnings, award exclusions, faculty exclusions and university exclusions. For the Semester Two review students receive notification of the outcome after the release of marks and are then able to ask for the decision to be reviewed. Ultimately this can lead to a review by a committee chaired by the DVC(A). Only a few decisions have been overturned, although about four reviews are still to be heard. It is apparent that a number of students have very difficult personal circumstances – medical or otherwise – that impact upon their study. Of particular concern was the case of one student who had been put forward for faculty exclusion, yet had unmarked material for a course completed in Semester Two.

The initial draft of the internal audit of course advising has been received, reviewed by management and is the subject of ongoing discussion with the auditors.

4.2.2 S/gh

We have received the consultants' report outlining a future process model. The report has been checked for factual accuracy, and whilst some additional work is needed to finalise it, the report has highlighted a number of academic processes that should be reviewed and simplified. The report confirms that our reviews of processes such as prerequisites and programme admission are necessary if we are to successfully simplify (where appropriate) academic administration.

We have now drafted a new set of General Course and Examination Regulations and have also finished a draft regulation set for the Bachelor of Arts. This will now be sent to the College and Faculty for discussion and feedback. The intent is to proceed with a review of other large degree programme regulations this year. The intent is to simplify the format of our regulations and to remove material that is often of an advisory rather than regulatory nature. Advisory material will be provided in another form to ensure students and staff still have access to it.

4.2.5 **P**

5.2 BB

In the Community Relations space preparations are in hand for start of year communications with neighbours around the time of Orientation. Academic as well as social activities will be supported during O-Week (15 Feb - 6 March). Mail drops and post event clean-up activities around the perimeter of campus are planned by UCSA.

The first Community meeting for 2016 had a very low number of RSVPs and was cancelled. Information that would have been provided at the meeting was distributed by email.

5.3 E 🖬

The Events team is hard at work on student Orientation, and implementing a full calendar of events for 2016. It is leading UC's partnership with the SVA, Crusaders, Tactix and the Christchurch School of Music.

Key ongoing focuses will be to help with the overhaul of the Student Volunteer Army website and secure dates for speaking events at UC.

The Governor General is visiting the campus early in March.

5.4 APhilanthropic Income2015= \$7,812,018 (plus investment income 7.7%)Distributions2015= \$5,637,813IncomeJan 2016= \$768,822.02Distributions2016= \$143,574.87

5.4.1 **P**n

Before we embark on our objectives for 2016 it's important to take a moment to celebrate the success of 2015. It was a record breaking year for fundraising, investment income and distributions to the University in support of students, teaching and research, buildings and facilities.

- **x** UC Foundation income target for 2016 is \$8.75m and our funding priorities as identified by the University and agreed with the Board of Trustees are:
- x UCQC: continue to support the Quake centre proposals, donors and objectives
- x Arts Centre: fundraising for the move of Classics and Music to the old town site
- x UCSA Building :a \$5m campaign over three years
- x Scholarships and student projects to assist with recruitment and retention
- x Health related research and teaching e.g. Rose Centre, Pukemanu Centre
- x Centre for Entrepreneurship and Innovation funding

Annual Fund (regular giving campaign) – target of 1,300 donors, \$350k for:

- x Child Psychology (Pukemanu Centre)
- x Scholarships (Bright Start)

- x Rose Centre (Stroke Research)
- x Pasifika Outreach Programme

Corporate sponsorship of teaching positions and naming of buildings and facilities.

Funds pledged in 2016 (gift agreements, recurring gifts and invoices) currently stand at \$3.6m for the year. A major gift has also been confirmed to support the move to the Arts Centre and the development of the University's collection of classical antiquities.

5.4.2

UC is seeking legislative change to clarify and support the pooling of trust funds for investment purposes.

Donor thank you events are booked for Wellington, Auckland and Christchurch. Scholarship recipients have been encouraged to write to the donors, which has been well received. One donor has since confirmed a \$100k legacy to establish their scholarship in perpetuity.

5.4.3 A

Preparations for another busy year are under way with trips to the UK, US, and Malaysia as well as supporting events in China hosted by colleagues in IRO. The procession in the city at the end of 2016 will require considerable planning and collaboration with colleagues in Events and Communications as well as the local council and support services.

At the end of February there is a Family Fun Day for Alumni, Staff and their families being held on the Ilam Homestead property.

6. <u>E</u> **N**

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

6.1 **SM**

Clarification of processes following a finding by the Academic Promotions Appeal Committee of a failure of process that was not adequately mitigated is being undertaken. As these appeals have been rare over recent years and can only be based on a failure of process, some thought has gone into clarifying options following a failure of process.

Consideration is also being given to the value and form of surveys in 2016 which might give insight into staff engagement and organisational culture with the intention of understanding further how we can be both more effective and more efficient in achieving our goal of promoting a world-class learning environment. While the intention had been to re-run the University wide Voice Survey, there may be less costly, more targeted approaches that should be considered.

The new Course and Teaching Surveys, piloted last year, will be rolled out this year by the DVC(A).

6.2 I **fa**

We had been budgeting for an operating \mathbf{a} as at the end of January 2016 of \$5.112 million, but have returned an operating \mathbf{a} of \$0.161 million. The difference is thought to be mostly phasing.

Capital expenditure is currently \$12.142 million below budget. \$10.020 million of the expenditure is UC Futures related against a year to date budget of \$16.628 million. At this stage of the year the 'business as usual' capital spend, against budget, is favourable by \$6.624 million.

7.1 ChaFlav

The January 2016 cash position of \$240.476 million is higher than budget by \$38.323 million due largely to higher than expected balances at 31 December 2015. We are holding adequate short term cash reserves to meet expected capital costs for the CETF and RSIC projects.

Forecast cash flows including the Government's financial support now show no immediate requirement to borrow in the next three years. However, careful husbandry of balances will be required in 2018 and 2019, with capital and operating expenditure needing to be closely managed.

TEC, who must approve all borrowing under the Education Act 1989, have 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 January 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

KARAS STEDCH

In November and December 2015 30 students from UC completed a study tour in China with an aim of learning about Chinese culture and how to carry out business in that country. They were once again hosted for three weeks by Zhejiang Gongshang University (ZGU) before heading to Shanghai and visiting New Zealand businesses operating in China. Thanks go to Russell Wordsworth and Hannah Vu for their work in getting the 2015 tour organised. In January/February the College, for the first time, hosted 15 ZGU students at UC for two weeks, in an opportunity to experience New Zealand and aspects of our cultural heritage and to learn about business in an international context. Thanks go to the many staff and students that were involved in hosting and

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At the end of December 2015 the last remediation project, Forestry A & B was completed on program and subsequently reoccupied in mid-January 2016. Considerable progress has been made over the past few months on erection of steel for the structural frame and the flooring system on RSIC. CETF has seen Hawkins undertake site establishment and commenced demolition of CRNE and Mechanical wings. SEL strong floor concrete pours have been successfully completed and post tensioning of steel work finalised in the last week of January.

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The SEL strong wall pours began in November 2015 and were successfully completed in January with vertical and horizontal post tensioning also being completed. Installation of the two gantry cranes were successfully completed in readiness for the completion of the structural steel, roofing and wall cladding over the next month. Currently, program completion sits at 8 April 2016, but the project team and contractor are working to achieve an earlier delivery date.

E **b**k

Fitout is proceeding at the programmed rate with phased occupation planned at different times during the 12 months between April 2016 and April 2017. Recladding investigations revealed the reclad will prove to be more complex (and thus more expensive and longer) than expected as it has revealed considerably more timber structure has been affected by water damage. As a result a fully costed review of cladding options will now be presented at the March CETF PCG meeting for review and consideration.

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Currently the estimated project cost is forecast to be over budget. The delivery date remains at 30 June 2017. The team is currently working to bring the project back to budget and end user groups have continued to work well with the design team to identify ongoing savings during this final stage of design.

There remains a low level of activity on site, as steel works are being fabricated off site with delivery of frames starting in mid-February. The remaining crack injection of the concrete slabs within the building has been completed. All remedial works to the lift core are also complete. The scaffold has now been removed with the lifts now operational for onsite construction activities.

The shop drawing process for the structural works is proceeding well with the package scheduled to be issued for review in early February. On site Hawkins has also commenced with site preparation works by removing the required areas of the basement topping slab to enable forming and construction of the mega columns. Further up in the building the hollowcore topping slabs are being broken out around larger cracking to enable new reinforcement to be installed.

Developed design for the fitout works package was largely completed and reviewed by the PCG in December and includes input by representatives from the Centre for Entrepreneurship and the Executive Development Group.

UC and CoEHHD key design inputs were provided on time including decisions concerning fixed joinery, Maori/Pasifika input and Maker Space requirements/layout for the Centre for Entrepreneurship and other CoEHHD staff who will share these innovative learning and teaching spaces.

Updates on execution of the procurement strategy, budget status and development of the Implementation Business Case (IBC) will be provided to the UC Futures Programme Board in February, March and April.

US

Full intrusive asbestos testing was completed in 2015. A comprehensive report on the method of demolition and removal of debris was presented to the PCG in December. This has enabled UC and the UCSA to make an informed decision on the early learning centre, confirming the proposal to relocate it to the Dovedale Campus prior to the commencement of demolition. Asbestos removal will take place before demolition commences. The demolition tender documents are being complied for issue on Getts with demolition to take place in April/May 2016. Geotech testing was undertaken over the Christmas break, which will inform the foundation design for the new building. Hoarding around the site will start to go up at the beginning of February.

Fieght(hph

The Fire Ring Main is now live and operational with most minor defects completed. The three month flow test is now complete with Practical Completion able to be awarded subject to final issue of documentation. This is expected to be issued in February 2016. The project is reviewing final certification and applying due diligence processes.

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A

The final design for the fit out has been agreed and approved by the Arts Centre. Agreement will now be sought from Christchurch Council's heritage officers early February. 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 in September. The MOU has been agreed and signed. The exhibition design is expected to be submitted for UC approval and pricing within the next two months. This will include the specification for all display units and images.

1A

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. Bahal spat basi

An update to the demand forecast has been commissioned, which supports the requirements for a postgraduate development in 2018. Depending on the impact of CLV renovation plans, the undergraduate hall may be able to be delayed until a 2019 opening.

2. Bighan tabl

Agreement has been reached with CLV to allow design to continue in parallel with the negotiations, with UC appointing professional advisors and planning to novate these agreements to CLV once an agreement is reached. In the meantime work can progress.

З. **Ы**НЫ 6 В

The heritage setting which was impacting this site has now been clarified, and the team are able to complete a concept without impacting the historic value of the neighbouring Ilam Homestead Heritage Gardens. The PCG are now considering the programme for delivery of this project.

4. **Sh**Hha (M/A

The Resource Consent for change of use has been received, and attention will now move to the business case for the development, and confirmation of the operator.

5. Heledele

UC continues to source new properties to meet the demand. Several possibilities for new properties are currently being investigated. After consideration, some of the existing head leased properties are to be retained at least for another year in order to keep pace with the demand. UC are also trying to assist with the Erskine accommodation shortfall.

6. E **İş Ü jī fs**

The PCG has considered information concerning the site clearance date requirements and lease expiry dates for Waimairi Village and Waitakiri Village respectively. Planning for packing down the villages is in its initial stages.

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Monday 22 February	12.30 pm	Okeover Lawn	Earthquake	Partnerships &
			Acknowledgement	Engagement
25 - 27 February	-	Undercroft 101 /	1J—L 7DKX 5	Conference
		The Shilling Club	Centre Tribal	
			Economies	
			Conference	
Saturday 27 February	11am - 2pm	C-block	UC Pasifika	Recruitment &
			Welcome Day	Retention
Saturday 27 February	7.35pm	AMI Stadium,	Crusaders v Chiefs	Partnerships &
		Christchurch		Engagement

25 November 2015	x Attended the Symposium on Pacific Regional Security
26 November 2015	X

META

Starting from towerone on Science Road, these sequential works depict the transformation of the Canterbury district through time from a ETPahluperspective.

Created by E PTalhuartist Hori TeAriki Mataki, the drawings weave the University and itsongoing transformation into the story through images that are especially familiar.

The artwork reveals that i-culturalism is no new concept, but an inherent part of the evolution of the Canterbury district.

Students can follow the trail as the beginning of their own b2 Tc 0.012 Tw [<,a6 0 Td ()TT03Tf