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2.2 Rutherford Regional Science and Innovation Centre (RRSIC)

UC and the contractor, Fletcher Construction (FCCL), are working on closing out the final stages of the construction of the Ernest Rutherford building. The building was opened last month by the Prime Minister, the Rt. Hon. Jacinda Ardern. The usual processes of identifying any defects is being followed, with the contractor also following up with repairs or information. This process is expected to be complete in the next two months. In the meantime, students and staff are using the new building for teaching and research work is being moved in progressively.

The College of Science has started to use this flagship building to invite the community in, with a notable upcoming event being the International Young Physicists Tournaments scheduled in March. The regional competition was held on 10 March with the national competition scheduled for 24

3. CHALLENGE

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

3.1 Marketing

Social media activity continues to be high with good engagement across Facebook, Instagram, Snapchat and Twitter. Google AdWords has experienced good growth as have video views and response to banner advertising.

Twenty-six new UCME students have been recruited for the 2018 campaign which will include both online and offline channels. Student stories and photos are complete, and the campaign will launch to market in April.

Development of specific 'brand stories' for the College of Education Health and Human Development, the College of Engineering and the School of Law have been completed. This has involved interviews with students, staff and alumni. A suite of videos will be implemented progressively– the Colleges of Arts, Science and School of Business have been completed.

An Alumni project is under way – featuring a collection of the stories and photographs of more than 30 UC Alumni. This will be the basis of targeted marketing campaigns during 2018.

The Intro to UC and the Accommodation Guide have been printed. Work is under way on the Introduction to Disciplines suite of publications and the Undergraduate Prospectus.

3.2 Liaison

The first half of February saw liaison engaging with ATEs who were yet to enrol and enabling them to do so, along with requests for course changes and general information. Future students who did not achieve University Entrance were provided with information on CUP and Hagley bridging options dependant on their individual circumstances. The wider team celebrated a 12% increase in enrolment of domestic students, with increases notably in the Canterbury, Nelson/Tasman, Wellington and Auckland regions. The conversion rate of ATEs to enrolment improved in 2018 from 55% to 61.5%, indicating more sophisticated filtering of leads throughout the year.

3.3 Admissions

All of the Admissions team helped out with International Enrolment week. Several were located at the Library, working alongside those from Enrolments and other SSAC staff. Other work continued on applications for the July 2018 and February 2019 intake, as well as updating offers for those students who turned up at International Enrolment in person and required a variation of change.

The Offer of Place letter has been updated by adding a paragraph to encourage students to secure their place at the University by pre-paying their fees in full, or by deposit of NZ\$1,500.

The Admissions team has

3.7 Accommodation

All halls are at capacity with first-year students arriving for Orientation. There are more than 100 extra first-years in halls in 2018. Halls Orientation and welcome activities went well.

More than 200 international students arrived between 6-

3.9 Student Success

3.9.1 Student Care

During February Student Care recorded 250 student engagements, with a unique count of 170. Additionally, the team managed:

- ongoing staff enquiries about particular students they are needing guidance/advice about one International Student Welfare fund application.
- several critical incidents: Student Care supported the students involved and liaised with services on campus and in the community to manage these situations.

Student Care has continued to deliver targeted pastoral care in its role as the international student support team. Referrals have increased in both complexity and time. Themes emerging during February have included complicated grief, marriage separation, withdrawal from courses, navigating UC processes, harassment and serious mental illness.

The International Welcome Lounge was staffed by Student Care staff during International Enrolment to provide advice, recommendations, refreshments and support students as they experienced enrolment delays. Support also included a morning workshop. Students provided positive feedback and this resulted in 1:1 sessions for students who required further assistance.

During Orientation Student Care staff were involved in the Information Hub networking with both parents and students, the Summer Wellness Expo, and assisting Student Success with campus tours. Student Care delivered multiple orientation sessions to four Colleges and circulated referral and promotional material promoting the service.

As the tender closing date draws near, there has been a successful collaboration between The International Relationships Office (IRO) and Student Care to write the NZAID proposal. Meetings continue to transition the administration and coordination of the programme to the IRO. NZAID scholars attended a three week orientation programme addressing connectedness, cultural, social, financial, and academic skills at UC. The NZAID reconnect programme was well attended with 30 scholars, and staff continue to assist with resettling scholars back in to New Zealand life and UC study. Ongoing planning continues with new students awarded a scholarship intending to study at UC, networking and liaison with the CCEL occurred for this process.

Staff have coordinated professional development opportunities including a cultural transition for the Executive Development Programme (EDP) induction and 'how to develop an effective culture map'.

3.10 Pacific Development

The team continues to work collaboratively with oth[)wpl 1 1(n06Jfr)-6(ev 241.68 cm/ 225.89 242.0bTBT1 0 (

3.11.3 Golden Key

UC's high academic achievers were recognised in late February via an invitation to join the International Golden Key Honour Society. The Society recognises students whose overall GPA after a full year of study places them in the top 15% of their faculty, and focuses on the three pillars of Academics, Leadership and Service. The Society has had a UC chapter since 1999, and this year invited 1423 students. The new email invitations were well received. New members will be officially recognised at a ceremony in April.

3.11.4 International Welcome

400 new-to-UC students attended the International Welcome on 12 February. Highlights of the day included a Te Reo lesson, a Student Care presentation, and fun activities on the C-block lawn. The event ended with a city bus tour and dinner at Little High Eatery in the central city. The Student Experience and Communications and Engagement Teams are collaborating on a series of messages to these new students to help them settle in and make the most of our various support services.

3.11.5 Mentoring

There have been three Mentor training sessions with 24 new Mentors attending. This brings the pool of Mentors to 120. These Mentors include both domestic and international students at undergraduate and postgraduate level. A training session was also run for the Mentors for the ENGME programme. The UC Mentoring Programme has been promoted through Orientation activities and the International Welcome, and also through the first-year phone call out. Currently, about 70 students, both domestic and international, have requested a mentor.

3.11.6

3.11.9

The Early Experience Survey of first year students was launched on 7 March. This survey aims to understand student motivations drivers for selecting to study at UC and early barriers to their success. For example, we have asked questions in the area of the “Fee-Free Policy”, knowledge of key University policy such as the code-of-conduct, inclusiveness, health and study-skills services, the graduate profile, and intentions to leave early.

4.1.2 Timetabling

The 2018 timetable has undergone a significant amount of churn since publication in October. The impact of the student growth has led to significant issues, although the goodwill and help of staff around the University, the majority of these have been resolved.

Following advice from Capital Works, the group planned for decanting Semester Two teaching from the Rehua building, with CoEHHD moving back to the Dovedale campus. We will be working with Ilam-based courses to reschedule activities which were previously scheduled into this building, and placing them elsewhere. This early planning decision to decant allows the CoEHHD to make changes to the delivery in a timely manner, providing better certainty for the students with their timetable.

2019 timetable forecasting has begun, and the group will be looking to work with the Colleges in the coming months to ensure the optimisation of the 2019 timetabling process. Staff are being strongly encouraged to start considering 2019 teaching now, with minor course changes opening in the coming weeks.

4.1.3 Research Funding

R&I is

4.1.4 Research Development

R&I has completed the funding round for the MBIE Endeavour Fund and the Marsden Fund. UC submitted 12 Smart Idea proposals and 11 Research Programmes to the Endeavour Fund. As well, UC is named in at least 14 Research Programme proposals being submitted by other organisations. UC submitted 80 proposals to the Marsden Fund proposals which is below previous years of EOI submission. The outcomes of both funding rounds are expected in October.

The PBRF project is in its final stages, with the deadline for staffing data and portfolios to be submitted to the TEC by 6 July. At present, the number of staff submitting portfolios is 583, but this number is likely to increase as new staff join UC between now and the census date (14 June 2018). Of these participating staff, 83% have submitted a draft portfolio for review and 81% have had their portfolio reviewed. The focus of activities in March is to support staff new to UC in 2018 to

4.2.2 Te Ohu Reo

With the opening of the Engineering Core and the Rutherford building, it is very pleasing to see the bilingual location signs being installed. Developing naming for these areas was a very large part of the work carried out by Te Ohu Reo in 2017. These bilingual signs set the standard for the University and support the use of te reo in the University environment. The RRSIC naming work highlighted the need for te reo technical terms

5.1.1

Work continues to identify and value possible sponsorship opportunities for UC at the Arts Centre, the UCSA and for Sport & Recreation.

5.4 Stewardship

UCF Trustees are continuing to make donor thank you calls which is seeing an uplift in repeat donations. Support for Field Station (Cass) was secured and received by Learning Resources from Graduate Women. Brian and Sue Service from the United States visited the Arts Centre and several supporters of Science were at the opening of the Ernest Rutherford building.

5.5 Alumni

A family fun day was held in the Ilam gardens in beautiful weather and was enjoyed by those who attended. Alumni marketing campaign photos and interviews have been completed, with website and advertising to be in market soon. The team is preparing for United Kingdom, United States and Malaysian events later in the year.

6. ENABLERS

We had been budgeting for an operating **deficit** as at the end of February 2018 of (\$2.284)m, but have returned an operating **surplus** of \$1.856m. This is a favourable variance to budget of \$4.140m.

Capital expenditure is \$17.014m below budget. \$6.727m of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year-to-date budget of \$17.815m. The remaining capital spend (excluding UC Futures), against budget, is favourable by \$5.926m.

7.1.1 Cash Flow

The February 2018 cash position of \$316.845m is higher than budget by \$38.187m due largely to higher than expected balances at 31 December 2017, additional cash received related to free fees, lower operation spend, and failure to meet budgeted capital expenditure expectations. We are holding adequate short-term cash reserves to meet expected capital costs for all mainstream projects.

TEC, which must approve all borrowing under the Education Act 1989, has 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 2017 was within the ranges set.

7.1.2 Working Capital

Working capital¹ of \$194.015m at 28 February 2018 is \$34.795m more than budget, mostly due to the higher cash balance explained above and higher other current assets, partially offset by lower other current assets.

8. COLLEGE SUMMARIES

8.1 College of Arts (Te R ŋai Toi Tangata)

Enrolments are up across the College of Arts, with increases in new domestic students promising a strong pipeline for growth. Of particular note is a 37% increase in new domestic EFTS for Aotahi—School of M ōri and Indigenous Studies, and a doubling of new students in Music performance. Our two new degrees, the Master of Writing and the Master of Strategic Communication, have 27 students between them, a pleasing beginning as we look to build on these inaugural years with focused marketing campaigns. The Bachelor of Communication, proposed for 2019, is making its way through the required stages for feedback and approval, with positive support so far from SMT and the College.

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

Research activity is strong. The PBRF exercise is in its final stages, and thanks and credit go to our PBRF advisors, who have worked tirelessly to ensure every portfolio is of the highest standard. There were a good number of Marsden applications submitted this year, and the College has committed resource to support to any applicants who make it to the second round. Planning is well under way for major international conferences in 2019 and 2020 in the areas of Human Animal Studies and Music Composition. Distinguished Professor Jack Copeland has been awarded the Barwise Prize for significant and sustained contributions to areas relevant to philosophy and computing by the American Philosophical Association. The Kero Aotearoa proposal, led by Professor Jennifer Hay, for a new Centre of Research Excellence in 2019, is one of two proposals across UC to be seed funded to further develop a competitive proposal for TEC bidding. Professor Bronwyn Hayward is playing a lead role in hosting the Intergovernmental Panel on Climate Change (IPCC) in Christchurch at the end of March, involving 120 world leading climate researchers working on the issue of Landuse and Climate Change.

The success of our location at the Arts Centre, with its numerous concerts, public talks and events, and the thousands of visitors through the Teece Museum, speaks to the value of an active community-facing Arts College.

The success of these engagement activities has, in turn, strengthened our commitment to connecting our teaching and scholarship with our wider community, and to developing in our student's creative intelligence, social intelligence and cultural intelligence as key attributes for meeting the major challenges of the twenty-first century.

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/arts-news/archive/arts-update/.](http://www.canterbury.ac.nz/arts/arts-news/archive/arts-update/)”

8.2 College of Business and Law (Te Rongai Umanga me Te Ture)

For the fourth year running, the College has experienced increased domestic and full-fee student enrolments across all major programmes. International student enrolments in particular are significantly higher than last year, especially in the professional taught, postgraduate level Executive Development Programmes. To support this growth in student numbers, the College has recently welcomed several, new, academic staff in Commercial Law, Law and Technology, Innovation and Entrepreneurship, Management, and Information Systems; recruitment is also ongoing for two new academic roles in Finance.

These new colleagues have brought with them fresh energy and new areas of teaching and research expertise to support the development of new, innovative, industry relevant courses and academic programmes. Thus, colleagues in the Business School are currently preparing new, undergraduate and taught post-graduate level courses, pathways and programmes in two key areas: Innovation and Commercialisation; and Tourism Marketing and Management. Consistent with the School's strategic plan and the UC graduate profile, staff are collaborating closely with colleagues in other Colleges in order to ensure these new Business School offerings, to be introduced from 2019, are industry-relevant, experiential in nature and accessible to a wide range of students, including those

In similar vein, Associate Professor Jędrzej Białkowski has been leading a number of initiatives to ensure that the UC Trading Room is a truly UC-wide resource to support ‘hands on’ student learning. Since the opening ceremony in October 2017, the UC trading room has become a well-used teaching and research resource. It has also helped UC to foster stronger engagement with the finance industry, which is keen to connect with UC students and graduates. During the last three months, the Trading Room has run more than 20 training sessions for UC staff and students. This year, students studying seven or more different UC Finance courses will use this facility as part of their course. The UC Trading Room has also proved popular for extra-curricular and School outreach events. In November 2017 alone, 305 students were registered and involved in such events. Upcoming events include two investment competitions sponsored by the finance industry, an external speaker series and a ‘Women in Finance Symposium’ scheduled for May.

8.3 College of Engineering (Te R ŋai P kaha)

Around 900 first year students (Engineering, Product Design and Forestry) attended Orientation Day on 16 February, which included the

In marking this milestone for UC, Chancellor

We are pleased with our EFTS so far this year, which has met our budgeted EFTS

10.

Teaching commenced at the start of Semester One with only minor issues experienced. Establishment of research facilities continues to be phased into the building, as relocation for some groups is less critical than others. Current temporary facilities allow continuance of some research activity. Complexity of establishment of research equipment into the new building requires extended periods of time to complete. Completion of outstanding defects, some outstanding non-critical works and provision of all final documentation, including O&M manuals, has caused predicted delay in Practical Completion being awarded. Some of these dependencies will now be frustrated by UC's occupancy and use of the building, hence the current forecast Practical Completion date remains at late April 2018.

RRSIC Stage Two (Beatrice Tinsley)

Asbestos still continues to be a major issue with the new code requirements on clearance testing that came into force in November 2016, presenting a major impact on programme. Contractor mitigation plans for the demolition sequence can only rescue some of the delay. Initial indications show a completion of the project will be some 15 weeks later than the original program, now shifting to early May 2019. This is largely as a result of not being able to clean the underside of the concrete floor of asbestos due to a surface coating which required a difficult, costly and protracted process to address. The removal of the contaminated floors is now 90% complete and hard demolition of the north end started in early March, with demolition anticipated to be complete by the end of April.

Canterbury Engineering the Future (CETF)

An independent H&S audit in February identified some areas for improvement. The general standard of housekeeping and PPE compliance has improved considerably over previous reports. Minor hand injuries have increased as a result of the different work in progress during the fit-out stage.

TPO is implementing specific works stream management in collaboration with Hawkins to support an efficient closeout of the construction works.

Alice Candy Refurbishment for UCIC

The refurbishment of the Alice Candy building is well under way and is planned to be complete by early May 2018. The building will be ready in advance of the planned decant from Kirkwood Village in late May 2018.

10.3 Appendix 3: VC & Acting VC Activities

Past	
1 March 2018	Attended the New Zealand China Council Lunch
2 March 2018	Hosted the UCSA Exec 2018 dinner at my home
3 March – 17 March 2018	Travelled to India, Vietnam, Malaysia and Singapore for University business
7 March (Acting VC)	Spoke at the 2018 Entre Grand Launch
9 March (Acting VC)	Spoke at a recruitment/ careers advisors event in Wellington
14 March (Acting VC)	Attended the Child Wellbeing Institute Launch
21 March 2018	Spoke at a UCSA Forum
22 March 2018	Spoke at the inaugural Meeting of UC Culture Leaders Attended School of Product Design Official Opening Function Hosted dinner following School of Product Design Opening
23 March 2018	Visited Communication Disorders Department
Future	
1 April – 14 April 2018	Travelling to Japan and China on University business
18 April 2018	Attending UC Graduation for College of Engineering, College of Education, Health and Human Development and College of Business and Law Attending Geospatial Research Institute Board Meeting and Dinner
19 April 2018	Attending Celebration for M ori Graduands and Graduates

10.4 Enrolment Table