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

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<b>1.</b>	<b>INTRODUCTION .....</b>	<b>3</b>
<b>2.</b>	<b>STRATEGIC MATTERS .....</b>	<b>3</b>
<b>2.1</b>	<b>UC Futures .....</b>	<b>3</b>
<b>2.2</b>	<b>Regional Science and Innovation Centre (RSIC) .....</b>	<b>3</b>
<b>2.3</b>	<b>Canterbury Engineering the Future (CETF) .....</b>	<b>4</b>
<b>2.4</b>	<b>The Move of the College of Education, Health and Human Development to Ilam, the construction of the Rehua (formerly Commerce/New Education) Building, and the move of Entrepreneurship and Executive Development.....</b>	<b>4</b>
<b>2.5</b>	<b>International Growth .....</b>	<b>4</b>
<b>2.6</b>	<b>Graduate Profile .....</b>	<b>5</b>
<b>3.</b>	<b>CHALLENGE.....</b>	<b>7</b>
<b>3.1</b>	<b>International.....</b>	<b>7</b>
<b>3.2</b>	<b>IRO: International Partnerships.....</b>	<b>7</b>
<b>3.3</b>	<b>IRO: Study Abroad and UCXchange .....</b>	<b>7</b>
<b>3.4</b>	<b>IRO: Recruitment .....</b>	<b>8</b>
<b>3.5</b>	<b>Domestic Recruitment .....</b>	<b>9</b>
<b>3.6</b>	<b>Student Success .....</b>	<b>14</b>
<b>3.7</b>	<b>Student Success Supporting Wellbeing .....</b>	<b>14</b>
<b>3.8</b>	<b>Student Success supporting Equity and Diversity .....</b>	<b>14</b>
<b>4.</b>	<b>CONCENTRATE .....</b>	<b>15</b>
<b>4.1</b>	<b>DVC Research and Innovation.....</b>	<b>15</b>
<b>4.2</b>	<b>DVC Academic.....</b>	<b>17</b>
<b>5.</b>		

5.9	Alumni .....	21
5.10	Other .....	21
6.	ENABLERS.....	21
6.1	Staff Matters.....	21
6.2	Infrastructure.....	22
7.	Financial Outcomes: (Management Accounts to 31 August 2016.....	22
7.1	Cash Flow .....	23
7.2	Working Capital .....	23
8.	COLLEGE SUMMARIES ó.....	24
8.1	Cqngi g qhAt vu(Tg R pi akTqkTapi ava) .....	24
8.2	Cqngi g qhBwulpguu apf Lay (Tg R pi akUo api a o g vg Twt g) .....	24
8.3	Cqngi g qhEpi lpggtlpi (Tg R pi akP maj a) .....	25
8.4	Cqngi g qhEf weavkp, Hganj apf Hwo ap Dgxgnr o gpv(Tg R pi akAmq o g vg Hauora).....	25
8.5	College of Science (Tg R pi akP valaq) .....	26
9.	CONCLUSION .....	26
9.1	Appendix 1: Building Update .....	27
9.2	Upcoming Events Calendar: September-October .....	33



Four construction firms have been asked to tender to build the second stage of the RSIC. These firms are due to return to UC with their tenders by mid-October for further evaluation. If UC finds at least one of the tenders to be acceptable, approval to proceed with this development will be sought from the Minister in November. Approval would allow the project to commence in early 2017.

The demolition of von Haast in the second semester of 2017 will pose significant challenges to staff and students working in the Science precinct in particular. Initial decanting from von Haast will coincide with commissioning of RSIC Stage One in the second quarter of 2017.

### **2.3 Canterbury Engineering the Future (CETF)**

This project is progressing far more slowly than expected with complex causes for delay including previously unknown asbestos found during demolition, some delays to consents and unplanned roof and floor slab replacements. UC is working with the contractor to address the delays with special arrangements to assist in schedule planning. Electrical and Computer Engineering labs have been commissioned, CAPE's certificate of practical completion may become available by the end of next month and a certificate for public use for the hub could be received in early December, but dates have proved to be difficult to establish and meet.

Significant effort is being made to complete detailed design for both the Civil and the Mechanical wings but at this stage there is little confidence that firm dates can be set and relied on for commissioning these wings which were originally scheduled to be available for teaching in semester one in 2017.

### **2.4 The Move of the College of Education, Health and Human Development to Ilam, the construction of the Rehua (formerly Commerce/New Education) Building, and the move of Entrepreneurship and Executive Development**

The College of Education, Health and Human Development continues to prepare for the new learning environments and work spaces with a detailed transition plan covering the proposed and planned changes and moves for the College.

The College of Business and Law is preparing transition plans for the Centre for Entrepreneurship and the Executive Development Programme. Relocation is expected in the middle of 2017. Detailed design is reaching the final stages.

### **2.5 International Growth**

Full-fee international student recruitment has been very successful in 2016, with a record number of enrolments post-earthquake. August enrolment figures show that full-fee new-to-UC is up 38% on 2015. Continuing international student recruitment work is intense during this period both onshore and offshore. Staff visited 12 Auckland and five Wellington schools with significant numbers of international students who are likely to be seeking a New Zealand university degree. Staff also visited a series of international education agents based in Auckland who work to place onshore international school students in tertiary e6.64 181.7 Tm[intm)-2(e)4(nt h)JTJETBT1 0 0 1 263.36.64 236.81.rna

Current impediments to building our cohort of full-fee paying international students include too few programmes of interest leading to excessive concentration of these students in certain programmes, too few source countries leading to concentration in students from certain nationalities, intense competition from other highly ranked universities in Australia and increasingly the USA, administrative delays in confirming offers and the strength of the New Zealand dollar making a New Zealand qualification relatively expensive. In our favour is the ability for students to work part-time while studying, to remain in country after graduation (at least for a time), to get a western cultural, English language higher education, to be safe, and access the New Zealand experience.

## **2.6 Graduate Profile**

### **2.6.1 Graduate Attributes**

Academics in each of the hubs are completing or have completed a framework outlining the proposed approach to the support of and development of curricula for developing the UC attributes in each UC graduate.

#### **Attribute 1: Critically competent in a core academic discipline of their degree**

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

We have received formal feedback on the pre-application investigations of EQUIS accreditation for the School of Business and plan to investigate international accreditation for our BEng(Hons) in Electrical Engineering. Feedback from our Erskine visitors continues to provide valuable anecdotal insights into the quality of our programmes and students in most cases reassuring us that our

**Attribute 3: Bi culturally Competent and Confident**

*Learning Objective: Students will be aware of, and understand the nature of, biculturalism in Aotearoa New Zealand and its relevance to their area of study and/or their degree.*

**Attribute 5: Globally aware**

*Learning O*





### 3.4.5 COLOMBIA

The UCME brand campaign continues with online and outdoor channels being utilised. The UC GO Canterbury campaign taking our Auckland specific offer to market has been launched through adshels outside schools and is being supplemented by radio and online placements. A mature student campaign is in market in Christchurch which is utilising newspaper and online channels. The postgraduate evening campaign has also commenced in Christchurch for lead up to the 21 September event. An accommodation awareness Facebook campaign is in market. College activity is also being supported. Planning is under way for the annual summer school campaign.

The Study Abroad Guide and International Prospectus publications have been produced. Work is under way on the Enrolment Guide and Calendar. Marketing is also working with the College of Science on the College's market positioning – key differentiators and stories. Work has also been undertaken with IRO to update its photography portfolio.

### **3.5.2 Liaison**

The Liaison Team started course planning throughout the country in August, with Christchurch schools being completed first. The team has supported 1,134 students in these visits, with some larger regions still to be completed. The team will also follow-up students who have not attended a course planning session but are on the Stay in Touch database.

The team is planning a series of conversion events, known as UC Bound, which will be held in Christchurch, Auckland (exclusively for Go Canterbury Scholarship students), Hamilton, Nelson and

## **Early Alerts**

Having early alerts setup for key courses has been important and we have had collaboration from lecturers in ACCT102, ECON104 and 105, EMTH171, PSYC106, and a large number of Education and Arts papers. This has been far easier in semester two as the College of Arts has adopted an early alert approach for all students in their college. PDT has followed up with all students referred to us through this process to see if we could get students back on track for success.

## **Come study with PDT**

‘PDT study sessions’ were piloted for the first time where spaces were booked and Pasifika students were invited to come along and study with PDT as a way to encourage students to study during the breaks. Study workshops were also held. 25 students attended the first day and 35 on the second day.

## **Ako Project Fono**

In collaboration with Ara and Lincoln, we held our first Ako fono to engage non-Pasifika staff with some of the research findings around best practice engagement for Pasifika learners. There was a good number of UC general and academic staff present and around 40 people overall.

## **Cook Island Language Week**

We celebrated Cook Island Language week and our Cook Island students posted stories and videos of their cultural identity and the strengths it brings to their UC story.

## **Arts and Education Engagements**

Lunches were held for Pasifika students in the Colleges of Arts and Education, Health and Human Development. Each event attracted 30+ people and they were a great way to engage with some of our students who do not often drop into our offices.

## **Admissions**

Over the last month Admissions Officers have been working collaboratively with Pre-Assessments and IRO to assist in removing a backlog in international applications. There have been significant steps taken to reduce the delays in processing by working with other teams to provide support and keep the

**AES Admission decisions: Number and type made in August 2016:**

	<b>Total</b>	<b>Undergraduate</b>	<b>COP</b>	<b>Graduate</b>	<b>Postgraduate</b>	<b>PhD/EdD*</b>
Full offer	113	50	17	6	29	11
Conditional offer	149	84	4	11	41	9
Declined	110	35	0	7	63	5
<b>Total</b>	<b>372</b>	<b>169</b>				

### **3.5.5 Scholarships**

Further discussions regarding the Strategic Scholarships Review took place with senior managers. A full terms of reference and scoping









#### **4.1.4 Research Infrastructure**

UC has written to the Chair of the NeSI Board to confirm that UC will withdraw from the HPC consortium in January 2017. Consultation across the university has proposed a “mid-range” computing cluster with a business case for modest investment to be submitted to the Capital Asset Management committee within the next three weeks.

The Symplectic Elements (new research output management system) implementation project is progressing well. UC’s historic output data has been migrated and output harvesting for researchers is operational. The project team is currently integrating Elements outputs with UC SPARK, and migrating historic research grant data and establishing a research grants data feed to Elements.

#### **4.1.5 Research Reputation**

The QS rankings have been released, and continue to place UC as the third New Z

Discussion is also under way about the possibility of introducing conjoint degrees. Conjoint degrees are widely available within the New Zealand universities but is not a model that we have used to date, but there may be some specific areas that would benefit from a conjoint offering. The AAC will continue to discuss the concept and will then provide advice to the SMT in October. Any proposal to offer conjoint degrees will ultimately be a Council decision having sought the advice of Academic Board.

The Institutional Research side of the Academic Services Group has conducted the data gathering for two of its major instruments for the year: The UCount (Student Experience Survey) and the Graduate Destinations Survey (GDS). The UCount call campaign was an outstanding success this year, reaching a rate of response of 36.9% (nearly a 4 percentage point increase from last year). The GDS call-up was also a success, receiving a very high response rate of around 59%. Data analysis and initial reporting are under way. This includes information for Graduating Year Reviews and other programme reviews. Both instruments will be important for providing insight and reporting on the University's generic graduate attributes.

The DVC (A) met with Clemency Montelle and Geoff Rogers who support the Fulbright New Zealand programme at UC. The Fulbright programme offers a range of generous exchange awards for students and scholars annually. Established by Senator Fulbright post World War II, the awards are designed to foster mutual understanding between nations through educational ties. The awards are prestigious both for the individual recipient and their university and the Fulbright alumni network is active and global in its scope and membership. From the range of awards offered, two types of awards could currently be better promoted by UC for the benefit of the research culture. The first is the 6-12month research exchange opportunity (Graduate Study Award) for currently enrolled UC post-graduate students to enhance their UC post-graduate research, and the scholar awards, for UC faculty in any discipline, which are worth up to \$37,500.

UC could also be more targeted in applying for US s

The team has also been working on Chronicle articles, Go Canterbury profiles and Go Canterbury Auckland Engineering Expo videos, Intercom – Erskine Programme series and an accommodation video.

### **5.3 Project Communications**

The Capital Works website is now live and work on the Campus Planning and Development section continues alongside the Campus Master Plan Communications implementation plan.

The John Britten tribute board design has been signed off and will be installed into the building during September.

Two morale boosting events for the CETF project team and associated UC staff have been organised for September.

## **5.6 Stakeholder Relations**

The 22 August Community Meeting was well attended with more than 30 neighbours listening to a presentation by Christchurch Transport Operations Centre (CTOC) manager Ryan Cooney and UC Capital Works Programme Director Brian Phillips, and some choosing to take part in a Landscape and Transport workshop afterwards.

The next UC Community Meeting is scheduled for 10 October.

## **5.7 Alumni and UC Foundation**

### **5.7.1 Fundraising**

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## 6.2 Infrastructure

The full year forecast deficit is estimated to be about \$4.0m compared to a full year budget of \$13.7m. However this is before a number of significant year end assessments, valuations and accruals and does not provide for adjustments to the accounting treatment of insurance proceeds held on behalf of UCSA (\$6.25 m) and pending Council decisions in respect to RSIC Stage Two, the write off of the Von Haast building (\$4.0m).

Capital expenditure is currently \$77.003m below budget. \$106.870m of the expenditure incurred to date is UC Futures related (CETF, RSIC, and NEB) against a year to date budget of \$152.088m. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by \$31.785m.

## **7.1 Cash Flow to**

## 8. COLLEGE SUMMARIES 6

### 8.1 College of Arts (Tg R pi akTqkTapi awa)

The PVC and other members of the Arts Executive recently returned from the annual conference of the Deans of Arts, Social Sciences and Humanities (DASSH) in Hobart, an event which allows us to compare notes with our counterparts across Australasia. Prominent topics were familiar ones: graduate profiles; the 21st-century BA: its structure, content, and relationship to employability; the attractiveness of single and double (conjoint) degrees; teaching-only and/or 'scholarship' positions in the tertiary sector; applied learning and alternative teaching models; collaborative models of research; integrating Arts and STEM (STEAM). There was considerable interest in our groundbreaking undergraduate programme in Professional and Community Engagement (PACE).

The academic advisory board of the Global Hub hosted by the College has produced a draft framework document for the global awareness component of the common graduate profile. At the same time the College has been working on an update of its own International Strategic Plan, informed in part by a recent all-staff workshop – one of a series which provides all staff in the College with the opportunity to provide input to our planning and decision-making processes. Also on the international front, we received very positive feedback from our 20 or so student visitors from Ohio State (the largest University in the US), visiting Canterbury for a short course delivering into their liberal arts programme, and we will be extending this pilot programme into next year.

The many seminars, publications, performances and other events delivered from the College of Arts are advertised in our weekly newsletter *Arts Update*. The most recent issues can be found at: <http://www.arts.canterbury.ac.nz/update/>. Examples from the 2 September issue include seminars on the relationship between new media and disability, exponential technological change and biotechnology, "The Appearance of Mind-Independence" and "Turning over the earth: summoning ghosts in Maoriland". Also included are some of the many contributions by Arts academics to the recent WORD festival.





Our lobbying to the Ministry of Education to increase scholarships for graduates to become teachers in STEM subjects has been effective and there are currently 100 TEACH NZ scholarships available (\$10,000 plus fees) for quality graduates interested in becoming Science, Maths or Technology secondary teachers. We are seeking the support of academics in Science and Engineering to encourage students interested in teaching to discuss this opportunity with us in the School of Teacher Education (contact Dr Stuart Wise) so we can support interested students in developing a strong application for one of these scholarships to study teacher education with us next year at UC.

### **8.5 College of Science (Tg R pi akP valao)**

There have been a range of successful outcomes in contestable research-related processes for the College of Science during the last month. These include funding to Distinguished Professor Dave Schiel, of the School of Biological Sciences, of \$715,000 over three years for his team's work on tipping points in marine ecosystem structure and function as part of the Sustainable Seas National Science Challenge.

Associate Professor David Leung, also of Biological Sciences, has secured \$255,000 over three years for his work exploring the potential of 3D printing of live plant cells to create synthetic wood, from the Science for Technological Innovation National Science Challenge.

In the technology transfer area, we are very pleased to have been awarded two of the recent UC Tech JumpStart awards at the event on 24 August. These awards were to Dr Deb Crittenden, of the Department of Chemistry, for her work on novel battery technologies, and to Associate Professor Ren Dobson jointly with Dr Volker Nock of the College of Engineering, for their work on a medical technology that aims to prevent unintended mixing of incompatible blood types at point-of-care. The prizes, of \$20,000, support the development and potential commercialisation of the research.

In other staff news, Professor Bryan Storey, Director of Gateway Antarctica, was awarded a Scientific Committee on Antarctic Research Visiting Professor Award earlier in the year, and has this month travelled overseas, including to Iran, to share his deep and broad knowledge of Antarctic earth systems with researchers at various Universities there. Rob Stainthorpe, of the Department of Chemistry, received the VC General Staff Development Award, and will use his award to attend training in the management of metal-free clean rooms in Brisbane, training that will assist with the management of the new RSIC facilities.

## **9. CONCLUSION**

Draft operational plans are due by the end of September and the Council will hold a workshop to review the draft budget in October. At this stage the University must endeavour to operate with a deficit of less than \$10m in 2017 but our current forecast for 2017 is not consistent with that goal. While there are a number of one off costs that we can "look through", our current financial performance reflects interest on capital we have already contracted to spend and Government funding for students we are now expected to teach with no additional funding (since we were being paid for students we were not teaching). We will need to resolve these matters in the coming month.

## **9.1 Appendix 1: Building Update**

### **Overall**

RSIC Stage One is progressing well with both structural steelwork and suspended floor systems completed. Installation of the first fix of building services is now in progress on all levels. The western crane was removed over the weekend of 6/7 August 2016 having placed the significant pieces of heavy plant and equipment (including the air handlers, chillers) into the plant room on Level 6.

The façade installation has continued along



The number of personnel on site has been maintained over the period with about 250 now on site daily.



## **Arts Centre**

A revised programme is yet to be issued for this period due to contractor staff absence, but the completion date of 21 December remains unchanged.

Services installation, fire protection, electrical, HVAC, AV and security continue on all floors and is 90% complete. Internal wall framing is largely complete and the plasterboard installation and stopping are almost complete on the attic floor and are well under way in other areas.

At this stage, the basement will be complete in November, first floor and attic area are set to be completed by start of December, followed by the completion of the ground floor on 21 December . A weekly site and programme meeting is held every Monday to discuss issues raised and any changes to the sequencing of work to avoid any delay to the programme are made.

The Logie Gallery design was tendered to a shortlist of specialist suppliers, the tenderer who responded is Sally Papps Exhibition Design Build and Consultancy. *Contract documents are currently being prepared by UC. A visit was planned for Sally Papps and her business partner to attend UC and the Arts Centre in early September allowing Sally to meet the team and architect to consider any on site issues ahead of her starting work in the gallery area.*

## **Residential (Student) Accommodation**

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

### **1. Demand and supply of beds**

The PWC Update to Student Accommodation Strategy was presented to PCG in August. This report recommended the creation of 1,200 beds by 2023. Capital Works has been developing a high level strategy for the delivery of these beds. In line with the conclusions from PWC, the aim of this strategy is to explore flexible delivery strategies to mitigate the risks if the growth forecast proves to be too ambitious.

### **2. Postgraduate apartments at Dovedale**

The Business Case for Dovedale Accommodation (Stage One) Sonoda Extension was approved by UC Council in August, allowing a design build development on the tennis court and adjacent UC controlled car parking space at Dovedale to be pursued. This is for a minimum of 80 beds of apartment style accommodation which will be available in 2018. In parallel with this the team will revisit the brief for the education gym site taking account of the latest trends in accommodation supply, as demonstrated by developments such as Queen Mary at University of Sydney, and also the indicated increase demand for beds in the PWC report. Architects have been asked to provide a bulk and location study for the revised brief so that the number of beds can be established for the project.

### **3. Undergraduate Hall of Residence**

The June PCG confirmed that the Undergraduate Hall development is not required until 2020 in line with the latest demand reports. Work on this design will commence in 2017.





**9.2 Upcoming Events Calendar: September-October**

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### 9.3 VC Activities

<b>Past Events</b>	
01 September 2016	Hosted a VC's Forum
02 September 2016	Attended a QuakeCoRE Board Meeting in Taupo
07 September 2016	Attended an RSIC Site Tour Hosted a Community Dinner alongside Dr John Wood and Dr Ian Wright
08 September 2016	Attended the Canterbury Recovery Learning and Legacy Sponsors Group Meeting
13 September 2016	Attended the Student Volunteer Army's AGM
17 September 2016	Attended the MUSOC performance of Hair
21 September 2016	Attended the Champion Canterbury Business Awards Ceremony
23 September 2016	Introduced Rob Fyfe's UC Connect Lecture titled 'Dare to be different' Spoke at the 2016 Staff of the Year Awards