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**VICE-CHANCELLOR'S REPORT TO
UNIVERSITY OF CANTERBURY COU1 125.9 653.02 Tm(UN)4(IVERS)-3sR68 653.02 1 1**

5.7	UC Foundation	19
5.8	UCFA (US)	19
5.9	NZ Trust (UK)	19
5.10	Fundraising	20
5.11	Stewardship	20
5.12	Alumni	20
6.	ENABLERS	20
6.1	Staff matters	

October saw the practical completion for the whole of Tranche 1 (Electrical and Computer Engineering, Chemical and Process Engineering and the Engineering Core).

UC has now rebuilt or remediated over 70% of the Engineering Precinct through the CETF project and earthquake remediation. This represents over 30,000 m² of space for the College of Engineering

2.4 Rehua completion and commissioning

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.

Throughout 2017, students have had numerous opportunities to be involved in a range of employable, innovative and enterprising activities. Students from across all Colleges took part in activities through the University Centre for Entrepreneurship including a cross-
in a corporation, with legal experts and business people mentoring, to develop innovative solutions to complex problems. UC students took part in the MYOB IT Challenge nationally, placing second and third, and students across UC had an opportunity to take part in a course for aspiring directors with the Institute of Directors.

Within the curriculum, new course proposals submitted through Colleges and the Academic Board explicitly addressed employability with introduction of assessments and activities like professional communication and writing and engagement with employers and community partners.

Attribute 2: Biculturally Competent and Confident (BiCC)

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.

There were several major developments in 2017 with regard to the BiCC attribute. Having mapped the attribute across the degrees, there was a focus on delivering the attribute explicitly. In 2017, there were new courses developed (e.g. SCIE 101) or trialled (e.g. BUSN201) and regulation

Attribute 4: Globally Aware

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

In June 2017, the framework for the global awareness attribute was approved by the Academic Board. That was followed by the physical establishment of the Centre for Global Experience in the Karl Popper building. Students have ongoing access to tutorials through the UC Global Experience hub to prepare for student exchange. Workshops are available for staff through one-

with students. UC also co-hosted Professor Shanton Chang from the University of Melbourne who delivered a talk related to understanding digital literacy from an international perspective. In the curricular space, Colleges are identifying where their programme focusses on global awareness and global perspectives and examining ways to make it explicit.

2.6 International

The International Relationships Office (IRO) visited 13 universities in China in October with a view to establishing new recruitment pathways there. It will also visit a further 16 Chinese universities in November. From these visits, a group of universities will be selected for further cooperation.

MFAT-funded New Zealand Scholarship students, and is launching a telephone based call-out conversion initiative for full fee students leading into Semester One.

2.7 International Growth Strategy

International student applications and enrolment for 2018 are well under way, and year-on-year comparisons of active applications show an almost 25% reduction in the number of incomplete applications. This reflects our continuing focus on improving the quality applications we are receiving from students with offshore agents. UC has a particular emphasis on such as the US, India, China and Malaysia. Full offers of place to international students are up by 28% and conditional offers by 17% year on year.

inning to show

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. Student takeovers and promotions (Spring, Halls of Residence, and giveaways) have driven growth. The Online WCMS phase III project continues r

Twenty-five new UCME students have been recruited for the 2018 campaign. Student stories are being collected and photos will be taken in the New Year. Summer school and Enrol now campaigns have been in market and are due to run until December. Campaigns have also been in market for the College of Arts and the Schools of Law and Business. Online interactions measured by clicks and video views are up 96% year-on-year.

Development, the College of Engineering and the School of Law are almost completed. This has involved interviews with students, staff and alumni. A suite of videos will be implemented progressively the Colleges of Arts, Science and Business have been completed.

Final work has been completed on the Calendar. The Publications team is now focusing on 2018 brochures and prospectuses.

3.2 Liaison

The Manager, Future Students, and two of her senior team members met with College outreach coordinators, or those who perform this function, and their managers from Science, Business, Engineering, and Education, Health and Human Development. Meetings are yet to occur with Law and Arts.

These meetings have discussed the effectiveness of 2017 activities and look ahead to 2018 to identify:

- specific Liaison support for College activities identified for recruitment;
- customisation of College involvement in less-relevant UC-wide events;
- events that might be re-targeted at a different age group or region to address school feedback.

The Senior Engagement Coordinator (Partnerships) held three focus groups with Year 12 and 13 students from Riccarton High and Burnside High to get their feedback on how they use the on.

3.3 Admissions

The Admissions team is now back to capacity in preparation for 2018 enrolment.

A cross-unit collaboration between a team member from Admissions and the Enrolment Support and Training Coordinator has resulted in an electronic admission assessment process where assessments are sent to, and returned from, departments using JADE agendas. A successful trial was run and is ready to be implemented with departments and Colleges, significantly reducing time in processing admission assessments.

Other Team Members have been helping the Student First project, particularly with Domestic and Academic Equivalent Standing (AES) students.

The Admissions team has been working on Ministry of Foreign Affairs and Trade New Zealand Aid (MFAT NZAid) student applications. Offers of p

	Applications to Enrol (Headcount)				Full Year Enrolled Students			
	ATE Week 7 (18/11/2017)				2015	2016	2017	
	2015	2016	2017	2018	EFTS	EFTS	Forecast (as at Oct)	Budget
Domestic 1st Year	1,869	2,818	3,069	3,254	2,974	3,254		
Returning	2,265	2,267	2,305	2,752	8,079	8,104		
Total	4,134	5,085	5,374	6,006	11,053	11,358	11,672	11,906
International 1st Year	2,109	2,427	2,815	2,799	445	607		
Returning	130	135	141	182	433	527		
Total	2,239	2,562	2,956	2,981	878	1,134	1,414	1,415
Total	6,373	7,647	8,330	8,987	11,931	12,492	13,086	13,321

3.7 Contact Centre and Shared Services

Shared Student Services are currently updating 2018 Fees on the website to improve the student experience of being able to estimate their fees, together with updating the Enrol web pages to be more student focussed and fr

Their training will resume in February with a series of training days. A total of 900 students were considered for the 2018 ELDP Scholarship and, of the 96 offers made, 84 have been accepted, with twelve still to confirm.

Go Canterbury (GC)

Recruitment of the 2018 GC Student Leaders took place in October. Twenty-eight applications were received, seven from current leaders and 21 from the 2017 GC recipients. Twenty students were interviewed for the twelve positions. Four of the twelve were Student Leaders in 2017.

2018 Go Canterbury events planning is under way, and while the majority of these activities will remain the same, se

Ongoing staff enquiries seeking guidance about particular students;
Two International Student Welfare fund applications;
The ongoing management of critical incidents. Student Care supported the students involved and liaised with services on campus and in the community to manage these situations. The themes involved mental health, assault and harassment;
Delivering an international student life training workshop for the UCSA;
Participation in the review of the Student Care Website and preparation for the new team website;
Orientation for the Emerging Development Leadership Programme (EDLP) new intake.

Student Advisors attended the International Education Association New Zealand (ISANA) workshop in preparation for the Pastoral Code of Practice review.

Student Care has continued to deliver targeted pastoral care to international students. With the rapid approach of the end of semester Student Care advisors have been completing interviews with the NZ Aid Scholarship students and also final pastoral care meetings within the U18 Student programme.

A meeting of Student Care staff and UCIC reviewed current procedures, aiming to ensure good collaboration and processes between the two services. The Under 18-year- has now been developed and is awaiting review prior to circulation.

The Forum for International Services Managers meeting in early October provided the opportunity for updates from all international support teams at New Zealand Universities. Development Officers from the Ministry of Foreign Affairs Scholarships team gave an update on the current tendering process, reviewing of the current contracts, and the evaluation of the NZ Aid Scholarship

Aid Programme during October.

The Student Care team also contributed to the review of the Pastoral Care Code of Practice, considering the policies and processes in place for international students particularly in the areas of safety and wellbeing, student support, advice and services for under 18-year-olds. UC is on track for its self-attestation by 1 December.

Pacific Development (PDT)

3.9.1 UC Pasifika Strategy Work.

The Acting Director visited Auckland University at the beginning of the month talking to Pasifika staff around their work with Pasifika students, with a particular focus around transition programmes. AU also has

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Pacific school leavers. Designed to prepare students for success at University, the programme includes field trips, a short stay in University hostels and course advice. It was interesting to note how Pasifika support staff are placed within their institution. The visit has helped shaped thinking around the best way forward for Pasifika development at UC.

a College of Arts staff forum on 25 October. Emphasis was on the College engagement with the Pasifika strategy. Questions at the end of the session and suggested strategies indicated genuine concern and interest in engaging effectively with Pasifika students.

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.

4.1 Deputy Vice-Chancellor

4.1.1 Academic Services

January represents the quietest period of the academic cycle in the University. However, the lead up to it is far from quiet, with examinations in full swing throughout November for both students and staff. Following the immediate course marking, are the examiners meetings, academic progress meetings, and Graduation. It is a high pressure programme for Colleges and Centre staff. Academic services will coordinate over the coming weeks the Academic Progress round and the consequential student interviews.

It is also a busy period with the Round 2 CUAP proposals and Graduating Year Reviews hitting their final submission into Universities New Zealand processes. Funding approvals for new programmes from TEC often occur in the week leading up to Christmas leading to urgent activity from UC to enable enrolment.

Academic Services are supporting special programmes including summer school and STAR over the coming weeks. Enrolments in summer courses appear to be largely in line with last year. This is a positive outcome given a degr

4.1.3 Research Development

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funded Centres of Research Excellence (CoRE) for the anticipated 2019 bidding round. Currently TEC funds over \$50M per annum to run 10 CoREs, with UC participating in 9 of these. However, UC currently only hosts QuakeCORE, and the university is planning to develop proposals that could result in new CoREs being hosted at UC.

MBIE applications

4.1.4 Research Reputation

SNZ Fellows from across New Zealand as peer recognition for outstanding scholarship and research. Professor Rick Millane from the College of Engineering, has been awarded this honour, joining a list of only 39 other University of Canterbury current or previous UC academics who have been awarded a prestigious RSNZ Fellow.

UC has maintained its 5 Star Rating by QS Rankings, scoring 5 stars across the categories of Employability, Research, Inthe cvii, Inthe c9()-9(I)2181 0 0 1 78.144 252.003Tm[mpl)-3(o)-9s2.05nthe c9()

4.1.6 Innovation

Business Development Managers attended the recent world conference on Precision Agriculture, held in Hamilton and attended by 600 people from all around the world.

capability and potential commercial applications. Broadly, these can be summarised:

(1) The need for transforming data into information and knowledge, including; big data and data analysis; sensors, including large scale, satellite based, spectral sensing of crops and pastures and livestock sensors; and, data and decision support systems.

(2) The development of automation and robotics around crop harvesting, smart irrigation systems, and smart fertiliser systems.

(3) Developing healthy foods/sustainable products, including niche marketing in high value products, value enhancement, manufactured foods based on plant proteins, and managing ecosystems.

UC is already involved in some projects around these themes and has the capability to develop

The conference further emphasised the current shift in the primary sector towards more research the relevant technologies outlined above.

4.2 Office of the AVCM

Director, Learning Resources, for the period of November 2017 to March 2018 inclusive, while Alex Hanlon is on leave. Liz Brown is now in the role of Acting Assistant Vice- for this period.

4.2.1 Tan

5.3 Media

October coverage of UC-related topics was again overwhelmingly positive.

Professor

Kevin Watson, Jen Hay and Lynn Clark (Linguistics) have been awarded a Marsden grant of over \$600,000 for the project 'Towards an improved theory of language change: understanding the covariation of linguistic variables within and across speakers'. Katie Pickles was awarded the 2017 James Cook Research

Zealand researchers recognized for their sustained research excellence. Katie will be supported to undertake her research for two years, examining heroines in modern global history. She will

the past 200 years, focusing on Aotearoa New Zealand.

Planning is well underway for the Oceanic Memory: Islands, Ecologies, Peoples conference, which the College is hosting at UC Arts (our Arts Centre city site) from 30 November to 2 December. Organised in conjunction with the Macmillan Brown Centre for Pacific Studies, the UC Pasifika Development Team, Massey University, the University of Otago, and the Memory Research in Aotearoa Network, the conference seeks to address the complex politics of cultural memory in the Pacific from a variety of critical perspectives. In addition to the conference proper, the event also includes a postgraduate master class with the plenary speakers, and a free evening of Pasifika performance and poetry, held in the Papa Hou space at the YMCA in Hereford Street.

For the longer term, Head of the School of Music Glenda Keam, in her role as NZ delegate to the International Society for Contemporary Music (ISCM), has presented and secured New Zealand's formal bid to host the ISCM festival and meetings in April 2020 in Auckland and Christchurch. There are plans to link this to a festival for the Asian Composers League in Christchurch at the same time. This will be a landmark event for music in New Zealand, and reflects the growing profile of the UC School of Music in fostering contemporary music.

Sabine Will has been appointed our new marketing and outreach coordinator, and will take up the role in early December, and Chris Jones is taking up the role of Dean (International) and will also coordinate the PACE programme. Replacement positions have been approved in the Departments of Social Work and Human Services, and Global, Cultural and Language Studies, and we will be advertising these shortly.

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/>

In the Business School, around 20 postgraduate students in the Accounting, Taxation and Information systems disciplines participated in the second annual ACIS Postgraduate Conference on 25 and 26 October. Eight papers were presented by honours, masters and doctoral students and a panel discussion was conducted. The papers ranged from tax compliance and religiosity, and among trade apprentices and students, through neural networks, sales taxes on imported goods and owner-occupied housing, Chinese accounting in the early 20th Century, to corporate social responsibility

The PVC and the College Dean (International) were involved in welcoming approximately twelve delegates/ambassadors from several countries as well as other distinguished guests to the College of Engineering. They were here for the Antarctic season opening season but also wished to see the new facilities within Engineering, as well as progress on the RRSIC. They visited the Engineering Core and were taken to the HiTLab to see some examples of how the University is developing future technologies. Their visit was initiated by the Christchurch City Council because they are interested in showcasing Christchurch as a centre of innovation.

On 8 November the College participated in the EKEA Year 10 Maori Student Event, hosting students from local schools to show them pathways into university in a fun, interactive and engaging way. The aim of the event is to inspire them to continue taking science and maths subjects at school and make them aware of what engineering is.

In light of new legislation and other concerns, the College has decided that increased compulsory PPE (specifically safety footwear) for students will be required in some labs 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.

A main concern at present is that the delivery of the Mechanical and Civil wings is seriously delayed by Hawkins. This has impacted Mechanical severely as they currently have no access at all to some of their equipment. Civil are occupying about two thirds of their wing but the Fire Lab is not open yet. The Rehua delay has impacted Forestry, as the Centre for Entrepreneurship is still in the Forestry Building, but Forestry also need the space.

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

The College has hosted a series of successful events in the last month including the Better Start National Science Challenge Literacy Symposium with outstanding keynote addresses given by Professor Laura Justice (Ohio State University) and Lynne-Tahu). The two day symposium included a range of research presentations from the UC Better Start Science Challenge team and attracted over 250 attendees. In the following week the College also hosted the Flexible Learning Spaces Symposium where a sold-out audience enjoyed Professor Anne Te
into OECD findings on
innovative learning spaces. The College,
Te
, also hosted an extremely successful and very well-
The event was well-attended by educators, practitioners,
included two keynote addresses

9. Conclusion:

While Government has yet to confirm who is eligible for free tuition in 2018 and how institutions will be paid in lieu of student tuition fees, there can be no doubt that eligible prospective students will face lower actual and perceived financial barriers to accessing a UC qualification. That is, unambiguously, a good outcome for students eligible for that support. All students eligible for loans and allowances will benefit from the higher rates to be implemented for 2018.

This is the final Vice-Chancellor report to Council for 2017. It is an opportunity to express appreciation for the support Council has provided to University staff over the past year and for me to acknowledge the vast effort and achievements this year. While there has been frustration at the uncertainty and delay around the major building projects, progress in the work around the graduate profile, streamlining enrolment processes, seeking external resources to support research and philanthropic support for a range of University activities has exceeded my expectations. Increased enrolments this year in all Colleges for both domestic and full fee students and levels of applications to enrol for 2018 are reassuring. 2018 promises to see closure on a number of significant projects and increasing focus on our transformation and growth opportunities.

Carpet and vinyl flooring is complete on all levels and has been covered to prevent damage.
Rubber flooring completed and protection installed.
Services installations are substantially complete to all levels.
Commissioni

UC contingency plans for delayed occupancy until at least Easter 2018 are well developed in conjunction with the Colleges and the UC Timetabling team, given the lack of PCG confidence in the contractor achieving the program.

Delays in Atrium glazing and West curtain wall continue to allow water into the building and further delay the fit-out works. The basement that was previously flooded is now drying out and the waterproofing risk in this area is reducing.

Internal façade panels are now fitted to 90% of the building elevations and façade glazing is 90% complete.

Fit-out works are proceeding behind schedule across the north and south buildings. First fix fit-out work however, is near completion in both building wings.

Painting and floor coverings are progressing where spaces are complete.

Housekeeping and tool test certificates continue to be a challenge on site. However, the incidents reported in October are minor and Hawkins are proactively managing their response to the incidents and the ongoing education of subcontractors.

Other Buildings/ Projects

UCSA – Haere-roa

The project remains on track for the building to be operational by February 2019.

Preparation for construction for the concrete ground beams and excavation works below the slab are underway with minor delays which are expected to be absorbed within the project program.

The Wellness Precinct infrastructure works are progressing well with the first bore underway.

The Health Centre and new sub-station construction works are now underway.

The UCSA fit-out design and procurement strategy has commenced.

James Logie and Elsie Locke refurbishment

The works involved with the refurbishment of the toilets are now complete.

The team of consultants has been appointed, design work is ongoing. A design team meeting planned for 9 November 2017 finalised the detailed scope, allowing the quantity surveyor to complete their cost estimate.

The intention is to submit the consent application prior to the Christmas break, with tender information to be issued to contractors in the New Year.

Postgraduate apartments at Dovedale - Hayashi

All of the structures were completed by the end of October 2017 with exterior cladding and painting now underway and scaffolds being progressively dropped across the site.

Works during the study and exam period were closely monitored in order to manage noise nuisance to the neighbouring student accommodation.

Furniture has been procured and a show apartment was completed for photography and tours by the operator and SSAC staff in October 2017. This has now been dismantled so that defects and completion works can continue.

The townhouses will be completed before Christmas with some landscaping and sprinkler commissioning to extend into mid-January 2018.

The project remains on programme for occupation in February 2018.

Upgrade of Existing Residential Halls

CLV have confirmed that they are willing to shorten student contracts to allow the required access period for Cannon to be strengthened in the 2018/19 summer period.

Investigations will be undertaken in the 2017/18 summer period to enable works to be planned.

Warehouse Lecture Theatre Project

A 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 1 2018.

A contract has been executed with Brosnan Construction Limited for the works and site establishment is underway.

The critical dependency of the CETF decant being complete, and the space handover to the contractors on the 8 November 2017 was achieved.

A variation to the contract is being established to include the Sports Labs required under the recently approved Clearing the Villages Business Case, this will not impact the delivery of the Lecture Theatre.

Projects in planning this month include:

New Learning and Teaching Spaces planning for 2018/2019.

Communication Disorders relocation.

NZ Fire Station/Education Centre proposal.

College of Business and Law growth/accommodation planning.

10.2 Appendix 2: Upcoming Events Calendar

Date (day/date/month)	Event name	Key goal
Wednesday 29 - Friday 1 December	New Zealand Tertiary Recreation Managers Conference	Conference
Monday 4 - Friday 8 December	International Conference on Computers in Education	Conference
Monday 4 and Tuesday 5 December	Geospatial Research Conference (GRC2017)	Conference
Wednesday 6 December	UC Bound: Christchurch	Recruit
Monday 11 & Tuesday 12 December	Climate change in the National Science Challenges / Mitigation research in New Zealand	Conference
Wednesday 13 December	Graduation: Colleges of Engineering and Arts	Engage
Wednesday 13 December	Graduation: College of Education, Health and Human Development	Engage
Thursday 14 - Saturday 16 December	Annual Conference of the Australian & NZ Law and History Society (ANZLHS)	Conference
Friday 15 December	Graduation: College of Science	Engage
Friday 15 December	Graduation: College of Business and Law	Engage

2018 Events (February)

Date (day/date/month)	Event name	Key goal
Monday 5 February	Community Meeting	Promote
Friday 9 February	RRSIC and CORE public showcase	Promote
Saturday 10 February	Emerging Leaders Development Programme 2018 Retreat	Retain
Monday 12 February	International Welcome	Retain
Friday 16 February	Orientation Day	Retain
Thursday 22 February	February 22 Earthquake Acknowledgement and Commemorative Pathway opening	Promote
Tuesday 27 February	Late International Welcome 2018	Retain

10.3 Appendix 3: VC Activities

Past	
27 October	Hosted UCSA Exec Dinner
1 November	Met with Paul Viney (CEO Powerhouse Ventures)
1 November	Holdings Subsidiary Chief ExecuETQ -160

September

Professor Andy Nicol, for research into the discovery of petroleum associated with buried volcanoes.

Professor Antony Fairbanks, for research into the manufacture of structure-optimised homogenous glycoprotein therapeutics.

Distinguished Professor David Schiel, for research into

November

Eleven UC academics were awarded Marsden Fund research grants. The successful applicants were:

Dr Anna Faye McLeod The impact of massive stars on the lifecycle of galaxies: tracing massive star