

Dr Rod Carr
 Vice-Chancellor
 Tel: +64 3 369 3836
 Email: vice-chancellor@canterbury.ac.nz

VICE -CHANCELLOR'S REPORT T O
 UNIVERSITY OF CANTERBURY COUNCIL AUGUST 2018

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1. INTRODUCTION

Progress continued in the final stages of the University of Canterbury's post-earthquake recovery. In the last month we were awarded practical completion of the Ernest Rutherford building, reached agreement to settle our claim with the EQC, handed the temporary villages on the Kirkwood and Dovedale fields to their owners for relocation, showed a net increase in academic staffing levels and reported a 22% increase in year enrolments compared to the previous year. We regained access to the Health, Research and Education facility which will host 40 postgraduate Health Science students and seven staff in the Health Precinct in central Christchurch.

Rutherford Regional Science and Innovation Centre (RRSIC)

With the focus of this project moving to Stage Two, the Beatrice Tinsley building, UC is keen to close work and financial arrangements for Stage One, the Ernest Rutherford building. Although the building has been occupied since the beginning of 2018, it recently received its certificate of Practical Completion. This complex laboratory building has many elements and Fletcher Construction managed the project well, but perhaps lost focus in the last stages. It does not expect to provide the final account until October 2018. A Practical Completion was awarded, UC was able to start some works needed to install research equipment good news for the College of Science and its research programmes.

Canterbury Engineering the Future (CETF)

The liquidation of H Construction (formerly the parent company to Hawkins South Island) means that UC is in negotiation with the receiver on behalf of the liquidator to finalise the final accounts and any calls on bonds held as part of the contract to rebuild the Engineering Precinct. The parties aim to conclude these negotiations soon.

Rehua construction and the College of Education, Health and Human Developments move to the Ilam Campus

Students and staff saw more of the Rehua building, which is undergoing a rebuild, strengthening and repurposing after extensive earthquake damage emerge from its scaffold. UC is working closely with the contractor, Downer, to complete the works. It is expected that occupation would begin in the fourth quarter of this year.

Graduate Attributes

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.

The University Centre for Entrepreneurship hosted the Deloitte Business Case Competition on August 8. Open to all UC undergraduate students, the event involved students giving a case based on a real world company. Students worked as teams to create innovative solutions for the company and then shared their conclusions. Students developed skills such as strategic and financial analysis as well as communication and team abilities.

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.

A BiCC hui with deans was held in August. The main topic was Te Ohu Tikanga | Bicultural Development Work Group, proposed in 2015 as part of the formal Bicultural Competence and Confidence Framework. Implementation of bicultural contention continued for 2018 and in preparation for 2019, when Year Two commences for the BiCC Pillar of the Graduate Profile and further kaupapa will be included in many programmes. Staff development remains a key for embedding the attributes. The Office of the AVC (Mori) runs a Culturally Responsive Pedagogy workshop regularly. A highlight during Teaching Month was presentations by academic staff sharing how they made their pedagogy more culturally responsive.

Attribute 3: Engaged with the Community

Learning Objective: Students will have observed and understood a culture within a community by reflecting on their own performance and experiences within that community.

Social Work made a range of changes to the Bachelor's degree to better embed the graduate attributes. Of note is a new course, SOWK205 Social Work and Community Engagement, which "focuses on the development of the practice skills needed by students to engage well with individuals and community groups. This process of engagement will emphasise working biculturally as well as with individuals, groups and organisations that serve diverse groups across the lifespan. Students will also develop the beginning research skills needed for conducting a community analysis. An experiential component for learning is included with students consulting with both statutory and community agencies when conducting the analysis."

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.

Students engaged in outbound international activities as part of exchanges, coursework (e.g. MGMT228) and a range of other opportunities. For example, the UC Business School, UCE, and International Relationships Office sent students to Fudan University summer programme in Shanghai.

Finally, the Erskine Office hosted UC's first Erskine from South Korea. Professor Sungdeok

3. CHALLENGE

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

Marketing

Social media activity continued to be high with good engagement across Facebook, Instagram, SnapChat and Twitter. Student takeover activity on Instagram was including club profiles and overseas experience. UCME videos and profiles featured on Facebook. Google AdWords had significant growth as did video views and banner advertising response. Results 50% up year on-year.

The major UCME brand campaign was market. Twenty-six students featured with all colleges and UC7 attributes represented. This campaign was a nationwide initiative with ads on schools, billboards, bus backs and online activity (banner advertising and social media). The campaign would run until September.

A series of UCME student profile videos were developed and placed on the UCME web pages. These videos featured on social media and other online platforms. Over 50 videos completed to date. The web Terminal 4 platform was being upgraded to a new version over a few months. A new search provider was selected to be tested and implemented over coming months.

A mature market campaign went live, using press and online advertising in Canterbury. The UC GO Canterbury campaign was market in Auckland and Wellington and used ads on schools, online and radio advertising. A Facebook 'accommodation applications open' campaign was market. An Alumni campaign due in market in September will use magazines and online channels. The Postgraduate Prospectus and Guide to Enrolment publications were under way.

Liaison

The largest UC recruitment event, Open Day, was held on 12 July. The event brought over 4,200 visitors to the campus compared to 3,693 in 2017. All contacts with the Open Day interaction were added or updated into the CRM, and the team was busy with follow-up.

The team also prepared for course planning which began in early August. During these visits the team tested changes to the service offered to future students. One way to connect students with the mentoring system to start them thinking about clubs. The aim was to improve the transition to UC and to aid engagement by ensuring students were connected with UC when they arrive. During the month the team had 84 student appointments. Of these, 24 were adult students and 38 were secondary school students.

College of Engineering outreach events were supported in Auckland and Wellington, with 71 new contacts made in Auckland and 51 new contacts in Wellington (parents and future students).

The College of Science will host its first UC Science Summer School for year 12 students in early December. The College of Engineering developed a residential camp for prospective female engineering students currently in year 12 to be held in 2019. Over 200 young women have applied for 60 places.

Admissions

Applications for the October intake for Business Taught Masters Programmes and the MBA were steady with healthy

Scholarships

Scholarship applications for prospective undergraduate students progressed with 2,755 applicants. Applications closed on 15 August.

Discussions were under way with the Information Technology Services (ITS) Team to move processing of the UC Undergraduate Entrance Scholarships to the Scholarships Office. This would allow the ITS Team to focus on core work.

The Scholarships Office made 12 UC Master's Scholarship offers and 26 UC Doctoral Scholarship offers to students this month. The next round of these scholarships opened on 26 August.

The Annual National Scholarships Meeting for Universities was hosted by UC and Lincoln University in late August, in conjunction with the Annual Deans and Directors of Graduate Studies Meeting and Australasian Research Training Administrators Meeting.

Careers Internships & Employment

Semester Two saw many students consult the team with continued high levels of satisfaction. Students attended Careers, Internships & Employment (CIE) seminars and workshops which resulted in a lot of activity at the Career Centre.

The annual UC ICT Careers Fair was a great success with 27 employer exhibitors and about 450 students attending. Feedback from students and employers was positive. (s)-1fholcUe[ts astrastT(C)-

UC Sport and Recreation

The UC Rec Centre continued to be well used with many classes at or near capacity – limited by either equipment or comfort levels of personal space.

UC Sport completed the transition of staff from KD02 into offices in the Rec Centre building. The Athlete Training Centre relocated from the squash wing into the former warehouse next door, in a co-sharing arrangement with the College of Education Health and Human Development's Sport Coaching programme.

4. CONCENTRATE

Enhance research and creative work in chosen areas of endeavor; increasing efficiency

4.1.3 Research Development

UC is involved with other New Zealand research entities developing a research strategy and subsequent funding following the 2018 budget announcement of \$57m over four years in “data science” and “future food science”. This funding initiative is particularly targeted for New Zealand researchers to collaborate with Singapore in a new bilateral ‘Enhanced Partnership

Similarly, UC was actively involved with MBIE and other research groups developing a New Zealand space strategy which will potentially lead to new MBIE funding from 2019. UC intends to participate in a New Zealand delegation (including UC, University of Auckland, Centre for Space and Science Technology in Southland, and MBIE) to the International Astronautical Congress in October in Germany. It will be an opportunity to build international relationships and be at the “first table” in developing New Zealand’s space strategy.

4.1.4 Research Infrastructure

UC contributed to a MBIE-run national survey of Scientific Collections and Databases Review. MBIE invests significant funding to support designated collections and databases, but this had not been reviewed for at least a decade. UC identified over 15 collections and databases, none of which were financially supported by MBIE, ranging from herbariums, English and Māori language corpora, a national vegetation survey database, and Christchurch quake story collection.

UC contributed to the MBIE review of internet connectivity for research in New Zealand, which was running in parallel with REANNZ’s review of its product bundling and pricing model.

4.1.5 Postgraduate Research

Student numbers

- In July, doctoral students totalled 114.
- There were 811 Master students doing their theses.
- 13 new doctoral students enrolled in July, bringing new enrolments to 130 for the year to date. At this rate we should have similar new enrolment numbers to last year.

- In July, 15 doctoral students submitted bringing the total to 96 for the year to date and 9 successfully completed their theses examination bringing the total to 80 this year. A further 20 Master's thesis students were examined bringing the total to 147. No students failed.
- Doctoral new enrolments continue to exceed submissions.

Other activities

- Doctoral Information Workshop was held for on 6 August.
- UC Doctoral Scholarship round was finalised. A report would be available soon.
- Postgraduate Expo Information Evening on 8 August in Canterbury Employment Chamber of Commerce
- UC ThesisIn-Three Finals were held on Tuesday 14 August with the winner of the PhD section going to the Australia competition, and the Master's winner representing UC at the national competition in Christchurch on 20 August
- Deans Postgraduate Research from NZ Universities held their annual meeting with University Scholarships staff and Postgraduate Office staff hosted by U24 August.
- The NZ Universities Masters 3MT (ThesisIn-Three) Competition was held in the John Britte building on 23 August.

4.1.6 Erskine Programme and Ethics

The Erskine Programme held a morning tea for 30 visiting Fellows and their families on 25 July. The event, which was attended by over 100 people, was an opportunity to formally welcome Semester Two visitors to UC. The popular event also provided an opportunity for Fellows from different disciplines to meet and connect.

A further 29 Fellows accepted the offer of a visiting Canterbury, Oxford or Erskine Fellowship for 2019 and another 14 offers were made. This was roughly half the offers we expected to make for 2019; those schools and departments who have yet to make offers are asked to submit nominations to the Erskine Programme Office, especially for Semester 2019 visits, as soon as possible..

4.1.7 Timetabling

After extensive data collection the Timetabling unit started producing the 2019 timetable. There were unexpected difficulties this year with timeliness of updates in the Student Management System. At this stage the draft timetable will be available for review on 10 September, however the date may yet change as we try to absorb delays which occurred during data collection.

5. 7H 7DUL R WH \$PRNDSXD 0—RUL

Communications

An initial update of Curricular Record materials was completed and the brand refresh project moved into the next phase, which included the development of student case studies and updated photography.

Work on an education campaign to increase awareness of cyber security and promote best practice to UC students and staff was under way in collaboration with Learning Resources. Design work started and the first messages were visible in UC channels in August.

A student story was published in staff and student channels as part of the Think first cycle safety campaign. Web statistics showed the article had a high number of views on the student blog.

Work on the UC Phone App continued. A student survey to inform functionality received 800 responses. The report was to be completed in time for a meeting with the developer at the end of August.

External Relations

10.2.1 Media

July media coverage of UC-related topics was again overwhelmingly positive. In July, media queries received included parking, plagiarism, UC's REANNZ contract, Russell McVeagh, and the lunar eclipse. Other media coverage of UC-related topics or experts included the Canterbury Roll, Mars Bioimaging, quake lessons for preventing teacher burnout, and the Youth Leadership Summit between the SVA and 28 students from Florida's Marjory Stoneman Douglas High School.

An analysis of coverage delivered in the 30 days 31 July (Broadcast, Internet, and Print) found 846 items (544 items in the same period last year). This coverage reached a cumulative audience of 14,971,092 and had an advertising spend of \$4,143,420.

Alumni and Foundation

11.1.1 UCFA (US)

US\$275,000

The UC Club license to occupy the Ilam Homestead was extended for a further four years. The Club raised concerns about late cancellations and show bookings and asked for a tighter definition of what constituted a university booking for the purposes of prioritisation and pricing. It was agreed that there would be a charge for late cancellations and shows. When booking the Ilam Homestead it will be necessary to advise the Club in a timely manner if the booking is no longer required.

12.3.2 Health, Safety and Wellbeing

The policy relating to Animals on campus and in campus buildings has come into effect with the policy there were about ten staff requests to bring animals into buildings on a regular basis. The policy which allows animals on campus if restrained but bans animals from being in university buildings except in limited circumstances, was implemented after several complaints from staff and students who were allergic to or had phobias about animals, particularly dogs. Few requests met policy criteria for granting permission to have animals in UC buildings and a longer transition period for those staff who requested permission but did not meet the required criteria for an exception to the ban.

13. Financial Outcomes:(Management Accounts to 31 July 2018)

July 2018	Actual Year to Date \$000	Budget Year to Date \$000	Budget Variance Year to Date \$000 Fav/(Unfav)*	Budget Full Year \$000	Forecast Full Year \$000	Full Year Forecast to Budget Variance \$000 Fav/(Unfav)*
Total Operating Income	217,062	208,551	8,511	358,865	376,410	17,545
Total Operating Expenditure	217,404	215,941	(1,463)	366,752	371,400	(4,648)
Net Surplus/(Deficit)	(342)	(7,390)	7,048	(7,887)	5,010	12,897
Net Surplus/(Deficit) as a % of Total Operating Income	-0.2%	(3.5%)		(2.2%)	1.3%	
Capital Expenditure	37,720	84,896	47,176	129,576	89,576	40,000
Cash/ Short Term Investments/ Short Term Government Stock	294,644	234,998	59,646	165,286	233,143	67,857

* A variance enclosed in brackets indicates an UNFAVOURABLE financial variance e.g. income is less than budgeted income OR expenditure is greater than budgeted expenditure.

Actual Total Operating Income is favourable to budget as at July 2018. This is due mainly to favourable variances to budget in research income excluding PBRF, sundry income, tuition fees, and interest income. This has been partially offset with unfavourable variances in other Government grants. Actual Total Operating Expenditure is unfavourable to budget. This unfavourable variance relates to total personnel expenses and total operating expenses. These unfavourable variances have been partially offset with favourable variances in depreciation.

We had been budgeting for an operating deficit at the end of July 2018 of (\$7.390) million, but have returned an operating deficit (\$0.342) million. This is a favourable variance to budget of \$7.048 million.

Capital expenditure is \$47.176 million below budget. \$14.301 million of the expenditure incurred to date is UC Futures related (CETF, RRSIC, and Rehua) against a year budget of \$41.091 million. The remaining capital spend (excluding UC Futures), against budget, is favourable by \$20.386 million. Significant amounts are subject to 'Final Account' discussions with contractors.

Cash Flow

The July 2018 cash position of \$294.644 million is higher than budget by \$59.646 million due largely to higher than expected balances at 31 December 2017, lower operating 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, 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. The University's achievement for 2017 was within the ranges set.

Working Capital

Working capital of \$191.531 million at 31 July 2018 is \$68.586 million more than budget, mostly due to the higher cash balance explained above.

Other

The Minister of Education, Chris Hipkins, confirmed the expected 2% increase in the course fee maxima for 2019.

14. COLLEGE SUMMARIES

College of Arts (7 H 5 — Q J D L 7 R L 7 D Q J D W D)

We continued revising the College strategic plan, following a strategic planning day with a session involving Heads of Departments identifying a few potentially transformative projects which should be our main focus over the next three years. Discussion fell under eight broad areas: 1. Arts Special (Distinctive) Qualities; 2. Research, 3. Teaching; 4. Connection to Community; 5. The relationship between Arts and STEM (SteAm); 6. Kotahitanga (Collegiality); 7. Valuing/Promoting Arts, and 8. Financial Security. The 2019 Operational Plan is due at the end of September, and we aim to complete a draft of the Strategic Plan at the same time. Connected with this, the BA review group has reconvened, and will begin workshopping a number of the ideas developed so far.

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

With the PBRF submission process complete, we have summary figures around submissions from the College, and can make comparisons between the 2012 actual outcomes, and our stocktake predictions for 2018. In the 2012 round we submitted portfolios representing 149.65 academic FTEs. In the 2018 round this has fallen to 98.68 FTEs, a chastening reminder of how much our staffing numbers reduced post-earthquake. This is likely to result in lower PBRF income for the College over the next six years, though this is difficult to assess until we know actual results and the size of the fund. In all other respects however the comparison is positive. In 2012, 12.3% of submittable portfolios were rated as research inactive. In 2018, we estimate that none of our submissions will be rated R, and we made submissions for all our eligible staff. In 2012, 48.4% of submissions were rated in the A or B categories. In 2018 we are estimating the proportion to be 56.6%. 39.4% of our submissions were in the C category (including C) in 2012 compared to 42.8% forecast in 2018.

Our Arts Careers series continues with presentations from industry representatives in: Media and Communications; Art and Galleries; Entrepreneurship; Government, Police and NGOs. These sessions will run between 11 -24 September. For more examples of the College's wide range of scholarly and cultural activities please see our regular newsletter *Arts Update*, available at the following link: <http://www.canterbury.ac.nz/arts/artsnews/archive/artsupdate/>.

College of Business and Law (7 H 5 — Q J D L 8 P D T Q R D P H Te)

New Head of UC Law School

After making a significant contribution to the School and College over the past two and a half years, Professor Karen Scott stood down on 1 August as Head of the Law School in order to fulfil her role as Deputy Chair of the PBRF Law Panel. Professor Nisid B. Biswas replaced her as Head of the UC Law School and a member of the College Executive team.

Industry and Community Engagement

- On 25 July, UC Centre for Entrepreneurship (UCE) hosted the Institute of Directors for a student workshop.
- On 9 August, the Business School hosted a meeting of the Christchurch IoD. Over 50 members attended a presentation by Associate Professor Ekant Veer on organisational failure. His key message was that CEOs and Board members need to set organisational failure as part of a learning process and as such, essential to building a successful, growth culture. His presentation was followed by a panel discussion.
- On 16 August, Justice Sir Mark O'Regan delivered the UC Law School's 2018 Supreme Court Lecture on the Treaty settlements process.
- On 45 August, UCE's Marketing Smackdown took place in collaboration with NZ Marketing Association and ChristchurchNZ. Five teams of students competed for cash prizes, tickets to Marketing Association events and a 'Day in the Office' with Strategy Creative. The Challenge was attracting more people to Christchurch.

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

Work continued on a new undergraduate degree, Bachelor of Science, Research and Innovation, to be delivered jointly with Lincoln University. The proposed new degree will become part of the Kia T p portfolio of new programmes, and includes a major in Food Sustainability, as well as in Climate Change and Urban Sustainability. It is different to a BSc degree in a range of ways, and there have been two rounds of market research to inform the development of the new degree, to clarify the market and the difference between the BSc market and the new degree market. The intention is to submit the proposal to CUAP Round 1 2019, for delivery in 2020. Lincoln University, with which we have worked closely on the proposal, is

16. Appendix 1: Building Update

Overall

- RRSIC1 was awarded Practical Completion on 26 July so UC completed the necessary outstanding works to prepare moving the remaining research groups into the building.
- CETF outstanding works and defect rectification is progressively being delivered by the UC Project Team after the Hawkins contract was terminated.
- Rehua approaches completion but Hawkins are continuing to experience programme slippage with the UC Project and Consultant Teams providing as much support as possible to assist in coordination and mitigation strategies to protect occupation date of the building.
- UCSA Building experienced some challenges to programme and is due for completion in May 2019.
- Work continued safely on all sites with a gain of 34 Tw 9.2 0 Td () T.4 nMCID 24 o UC p3(ot)-I3(or

Canterbury Engineering the Future (CETF)

Final Account was lodged on 12 March 2018. Agreement on Final Account is expected to continue into August with negotiations with the Receiver progressing towards resolution. UC would progress the completion of the project directly with sub-

Further work by the programming consultant and quantity surveyor was undertaken to finalise the construction programme and associated costs. The option to carry out the work in two phases, building by building—Logie followed by Locke—was reviewed by the project team and the College. Commitment to the preferred option was by mid-August and the final design documents would then be tendered.

Connon Hall seismic strengthening

The design team was appointed to commence the detailed design for strengthening works to be undertaken in Connon Hall in the 2018/2019 summer break, subject to the Business Case being approved by Council in August. CLV confirmed that they will not be undertaking works in the building, and will be concentrating on the upgrade of Alpers and Ngata.

Warehouse Lecture Theatre and Sports Lab Project

Works to the K1 lecture theatre and sports facilities were completed. Occupation was completed, the Code Compliance Certificate received and the final account agreed. The final cost for the project was within budget.

Vacating Kirkwood and Dovedale Villages

All of the Kirkwood and Dovedale units were cleared and services disconnected and buildings erection commenced. The units were available for removal and would be removed progressively by Laing Contractors.

Garden Hall

The University signed a Letter of Intent with Southbase for the initial concept design of new accommodation required for 2021. A business case for this direct negotiation was submitted to August Council for approval. The intention that a Pre-contract Agreement is entered into for a collaborative open book design process with the Southbase design team, concluding with a Fixed Price Lump Sum offer to build the facility for consideration by Council in November 2018. Capital Works appointed a Project Manager and Quantity Surveyor to the project.

Communication Disorders relocation

Tenders for this project closed and the successful tender was within the approved budget. The contract was awarded to Dominion Construction, which commenced building works. The contractor's programme aligned with the relocation of UC staff into refurbished accommodation after the end of the academic year and the need to remove the existing buildings on Montana Avenue in time to provide vacant possession in accordance with the contract.

Projects in planning this month include:

- College of Business and Law growth/accommodation planning
- Recreation Centre business case
- Learning and Teaching Spaces planning for 2019
- Kaikoura Field Station business case
- College of Engineering growth including School of Product Design

Appendix 3: VC Activities

Past	
26 July 2018	<ul style="list-style-type: none"> Spoke at Christchurch and Parkland Youth Leadership Summit
9 August 2018	<ul style="list-style-type: none"> Attended Universities NZ Vice-Chancellor's Meetings
13 August 2018	<ul style="list-style-type: none"> Hosted a Community Meeting
15 August 2018	<ul style="list-style-type: none"> With Chancellor, co-hosted cocktail function for Sir John Hood
17 August 2018	<ul style="list-style-type: none"> Chaired UNZ Committee of International Programmes Meeting
22 August 2018	<ul style="list-style-type: none"> Hosted stakeholder engagement dinner with Professor Ian Wright in Wellington regarding our Kia Topu initiative
Future	
30 August 2018	<ul style="list-style-type: none"> Speaking at NZ Women in Leadership in Wellington
12 September 2018	<ul style="list-style-type: none"> Attending Advisory Board to the Office of the AVC Mori and NTRC
14 September 2018	<ul style="list-style-type: none"> Meeting with Minister Woods and Professor Ian Wright
18 September - 22 September 2018	<ul style="list-style-type: none"> Travelling to the USA on UC business
25 September 2018	<ul style="list-style-type: none"> Meeting with Guangdong University

