

Dr Rod Carr  
 Vice-Chancellor  
 Tel: +64 3 364 2495  
 Email: [vice-chancellor@canterbury.ac.nz](mailto:vice-chancellor@canterbury.ac.nz)

VICE -CHANCELLOR'S REPORT T O  
 UNIVERSITY OF CANTERBURY.BT./P4.TT./>>D2.0<0.-7.12.-09(.CA)-:10(NT)UNÆ09

2.1	UC Futures .....	3.....
2.2	Regional Science and Innovation Centre (RSIC).....	4....
2.3	Canterbury Engineering the Future (CETF).....	4....
2.4	College of Education, Health and Human Development relocation and integration	4
2.5	International Growth .....	4.....
2.6	Graduate Profile .....	5.....
3.	CHALLENGE .....	6.....
3.1	Ministerial Update .....	6.....
3.2	International .....	7.....
3.3	International Recruitment (including in-country international students).....	8
3.4	Domestic Recruitment.....	9.....
3.5	Student Success.....	11.....
4.	CONCENTRATE .....	14.....
4.1	Office of the Assistant ViceChancellor M ori .....	14..
4.2	<b>M ori Development Team</b> .....	14....
4.3	<b>M ori Research</b> .....	14.....
4.4	DVC Research.....	.....

7.3 Arts Centre.....22.....  
7.4 Craigieburn .....22.....  
8.22 COLLEGE SUMMARIES .....22.....  
8.1 Centre >BB7. /TT2 1 Tf 11.04 -0 0 11.04 83.52 7ence <</MCID 61 >>BDC /TT2 1 Tf 11.f 12 -0

1.

## 2.2 Regional Science and Innovation Centre (RSIC)

The programme for the first of the two buildings of this two building science development is now tight, and the main construction contractor, Fletcher Construction Limited, is working hard on a number of fronts to avoid delays. The team are working under lights to ensure that all allowable hours are used to meet the schedule. Hours of work are restricted to limit the impact on neighbours. The Project Team are calling for expressions of interest in June from companies aiming to build the RSIC stage two building to replace the von Haast building which is earthquake damaged. This will allow the team to invite tenders from this group, should the Council approve the economic case to proceed, in time to continue on the planned schedule.

## 2.3 Canterbury Engineering the Future (CETF)

June should see the completion of the Electrical and Computer Engineering wing (ECE). The Christchurch City Council's inspections to be able to issue a Certificate of Public Use is anticipated shortly. The Project Team and constructors remain very grateful for the patience and fortitude of the staff and students of these departments in dealing with the series of delays to completion. The Chemical and Process Engineering new built laboratory wing (CAPE) was due for completion on 20 June but a further five week delay has been advised. The late notification of delay and declining confidence in estimated time to complete is being raised with the contractor.

Deloitte has been commissioned to review the 'readiness for service' of these two wings of the CETF project and have interviewed key College and project staff to gather their views. UC sees this as a valuable exercise in gathering information to inform the opening of these two wings as well as to use in all the other major construction projects on campus. At this time we have not been advised of further delays in completion of the core or central hub scheduled for delivery in October 2016.

## 2.4 College of Education, Health and Human Development relocation and integration

The main development in this project for June is the provision of the business case to complete the rebuilding of the New Education Building after the strengthening phase. UC has been negotiating with Hawkins South Island Limited to complete this stage of the building for about four months and negotiations have reached a position where UC is able to recommend to the Council that the contract is executed. This stage two of the project is the fit-out of the building and can start before the strengthening is complete, and will finish after the strengthening is complete. The schedule for this building is likely to slip further as a result of delays in steel work and the period for negotiation



The Academic Skills Centre (ASC) have requested a workshop on Bicultural competence and confidence to support their operational teaching practice. ASC teach students academic skills individually and they are increasingly teaching into courses across the colleges. Colleagues in the Office of the \$ 9 & O are working with the Academic Skills Centre to plan this workshop.



### 3.3 International Recruitment (including in-country international students)

#### 3.3.1 General Issues

Recruitment is gearing up for the semester one 2017 EFTS with a number of recruitment fairs being held over the following six months. There are a number of initiatives under way looking at



## General

**Hobsons Contract**IRO has renegotiated the contract with Hobsons. This will see enhanced enquiry and offer management services at a significantly reduced fixed cost. However, the contract states that UC has to provide sufficient support to ensure Hobsons can perform the tasks required.

**Health and Safety**A review of the requirements for offshore travel is being undertaken. This is in light of the changes to the Health and Safety in Employment Act and a general concern regarding UC staff recruiting offshore.

**International Admissions Form Review**IRO is reviewing the existing international application form with a view to streamlining and enhancing the student and agent experience. This project will see IRO and Admissions, in consultation with colleges, develop a new fit-for-purpose form for the following two to three years

3.4

We facilitated an in-schools skills session at Linwood with members of the Tactix netball team, with students from Aranui also attending. Senior management staff from Riccarton High, Kaiapoi High and Lincoln High Schools were hosted at a corporate table for one of the home games.

Fifty students from St Andrews, St Margaret's and Burnside also attended the Future Problem Solving session with speakers from Linguistics and Aotahi providing key curriculum knowledge. May has also seen the start of visits by the Vice-Chancellor to eight selected local secondary schools (St Andrew's, Christ's College, Riccarton, St Thomas, Christchurch Boys High, Christchurch Girls High, Cashmere and Marion Colleges) to meet with their principals. The visits appear to be well received and the general feedback is that the flight from the city observed in the 2013 school leaver group (2014 new to UC from high school cohort) has ceased and Canterbury school leavers destined for University study are increasingly persuaded to study at UC if the programme of study they are seeking to enrol in is available.

### 3.4.3 Admissions

A total of 374 admission *ad eundem statum* (AES) applications were recorded as received this month to 26 May. This compares with 484 and 361 AES applications received in May in 2014 and 2015 respectively. So far year-to-date 2016 admission AES applications received are 48% and 36% higher than at the same stage in 2014 and 2015 respectively. As with previous months, a significant proportion of the applications received (32%) do not have sufficient documents provided for the applications to be assessed.

New admission AES applications recorded from 1 to 26 May 2016:

	Total	Undergraduate	COP	Postgraduate	PhD/EdD*
Able to process	258	119	8	97	34
Incomplete	119	17	0	93	9
Total	377				

A draft for amalgamating the two Programme Entry Application Forms is currently being assessed by Enrolments and the College of Education. This is currently with the Design Team.

Within the



### 3.5.3 Pacific Development

The month of May saw the return of our Jandals 2- Guess Who Quiz Night held in the Undercroft common area. Activities included the jaw-busting Weetbix challenge, the competitive Pong Battle and intellectually stimulating quiz questions. This was well attended by over 100 students and designed to reinforce a sense of belonging for these students.

This month saw the PDT team support the 21 Pacific Day Challenge –an initiative of the UC Centre for Entrepreneurship and the UC College of Business and Law. The PDT team was instrumental in encouraging Pasifika student participation, sourcing of cultural mentors and contribution to the preliminary judging. The winning team was named on 30 May and will be heading to Niue to implement their business plans that will assist the Niuean community to conserve, protect and sustainably manage its food supply with a view to becoming self-sufficient.

### 3.5.4 Student Transitions and Engagement Team

A highlight of the month was the first Co-Curricular Record (CCR) Expo held in Undercroft101 on 16 May, showcasing 22 approved activities. Representatives from each activity were available to engage with students and staff. The day resulted in an additional 106 registrations to the CCR initiative. As of 26 May there are 506 students signed up to the CCR, and 288 activity involvements. There are now 26 approved activities, with 20 more in various stages of development.

### 3.5.5 UC RecCentre

Current membership is 7,500 (6,300 student members, 700 staff members, and 500 others’such as community, alumni, affiliate and non-UC students). The period 1 May to 30 May has seen 30,181 turnstile entries, slightly ahead of the same time last year.

#### Upcoming Events:

x Mega cn <</MCIj /TT3 1 os2 a4(r)31 Tf 1.48 0 Td4(s)( )Tj EMadycaingp(ddi)-adteca(e)4(s)-1(0a)-6

4. CONCENTRATE



Contracts - Number and Value (as at 31 December)

Value of Contracts Executed (200~~2~~2016), as at 24 May





**Photographic Services:**Chronicle photos, Teaching Awards brochure, coverage of Events – Engineering and Science Careers Fair and CCR event, 150 students photographed for the Scholarships posters.

**Research Report:** Distribution underway

**Chronicle 1, 2016:** Printing under way

**Communications planning and implementation:**Skype Business, UC Travel Week, Samoan Language Week, UC In Touch newsletter printed, Go Canterbury profiles, Open Day, Update Day.

## Project Communications

A new Capital Projects web site is currently being populated with content. This site features recent projects as well as current projects and allows for inclusion of space management information and the Campus Master Plan with associated documents. Training is being provided to Learning Resources staff to maintain this section.

A large campus transformation display is in planning for C-Block Lecture Theatres during Open Day 2016 in July, and materials have been collated for the programme booklet for the Careers Advisors Update Day in June.

A campus fly-through video project has been scoped in collaboration with Learning Resources and Geography with filming to begin Spring 2016.

Project Communications attended a consultant's workshop around the campus -wide signage and way-finding project and is organising a student focus group.

Mid-year updates to the campus directory and on-line maps are complete.

A factsheet about the new NEB building was printed and published on the UC website. UCE and EDP versions have also been produced and are awaiting approval. Artwork for the new NEB hoarding skin has been completed but is on hold while the College revises content.

Information about the new UCSA building has been posted on the UC website. A webcam has also been set up (on a one hour time delay) accessible via the website. Artwork for the UCSA hoarding skin has been completed but placed on hold while the design of the building is confirmed. Project Communications is assisting the UCSA with obtaining quotes for their hoarding graphics.

The Arts Centre Communications Manager was on updated UC key messages for this project. The out-of-date UC banner displayed at the Arts Centre will be taken down and a replacement produced.

Articles about the UCSA and NEB buildings were produced for Chronicle magazine.

Work is well under way on Think first winter campaign. A designer is working on an animated video and merchandise is being ordered. Work is also under way on a cycle safety campaign, which will include messaging around wearing a helmet when cycling on campus.

## 5.1 External Relations

### 5.1.1 Media

May media coverage of UC-related topics was overwhelmingly positive. More than 20 news stories were covered in media releases or pitched directly, and more than 46 media queries responded to. There was no negative media coverage.

There was plenty of international attention for UC research, most prominently Christoph Bartneck and the UC research on increasing violence in LEGO toys, as a direct result of direct media pitch and stories going viral. Internationally, this included more than 197 mentions in 40 countries.

Other UC experts appeared in the media included Brendon Bradley on Alpine Fault ahead of his UC Connect public lecture, and freshly minted Canterbury Distinguished Professor Roy Kerr was presented with the Crafoord Prize in Stockholm by the King of Sweden.

UC academics were quoted widely with Sociology professors Greg Newbold and Jarrod Gilbert again prominent, alongside a range of others from every College such as Sally Gaw on microplastics, College of Education, Health and Human Development PVC Gail Gillon on New Zealand education and literacy, and genetics professor Jack Heinemann on the proposed genetically modified organ(n)-10(e)cTd [(uj 0.01 Tw [(o2 Tc 0.002t(nt)-2( P)-4)-2(dga)420r5ei)-6(o)-4(e-2(dg.0 Tc 0 Tw

### 5.2.1 Stewardship

- x The Speaker of the House of Representatives, Rt Hon David Carter is hosting the UC Alumni and UCF Donor thank you event in Parliament (Wellington) on 16 June. To date we have 76 acceptances. Prof Julia Rucklidge is the guest speaker.
- x Invitations are about to go out for the first donor thank you event in Christchurch -28 June. Musicians from the Christchurch School of Music will play background music on the night. Prof Julia Rucklidge is the guest speaker.
- x Other Donor Thank You events are planned: Christchurch (Corporates) -26 July and Auckland (Alumni & Donors) -23 August.
- x One of our scholarship donors is establishing a second scholarship -value \$10K per annum (so from this donor they will be sponsoring two scholarships for those people with vision impairment at \$10K per scholarship per annum.
- x The Lyttelton Port Company is very happy with how its scholarship was managed this year.
- x Planning is well under way for the Malaysia/Singapore visit including donor thank you lunches.
- x Significant progress has been made towards finalising the Malaysian Alumni scholarships, allowing them to once again be advertised.
- x New Zealand Business and Parliament Trust (a Political Science scholarship) and the Northington Partners scholarship (Finance) have been finalised after a very long period of little progress.
- x We are continuing to get thank you letters from scholarships recipients and sending them out to donors.

### 5.2.2 Alumni

We provided support for recent UK and US events. About 250 people attended the various events in New York, London, Oxford and Cambridge.

The next Alumni e-news is being sent in mid-June. There is an obvious increase in interest in the alumni database and use of data.

The team moved from Alice Candy house to Okeover in May, and took on a new department name -Alumni & UC Foundation.

## 6. ENABLERS

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

### 6.1 Staff Matters

A review of the Holidays Act was undertaken. Three minor updates were required. The three affected staff have been advised.

Space allocation policy – at its May meeting the University Council received advice offered by AB in respect of space allocation. It appreciated the advice, which was considered to be well informed, and referred it to Management for consideration. Between August and October 2016 our Learning Resources department plan to run a number of activities to consider and recommend changes to the current space allocation policy.

### 6.2 Infrastructure

Details of building status are contained in the appendix.

UC arranged a geotech report on the area surrounding the Kaikoura Research field station. The draft findings led the University to restrict access to the research building while further matters are addressed and a peer review of the work completed. A copy of the draft report was made available to the relevant local authorities.

### 6.3 ICT Graduate School

A verbal update will be provided to Council.

## 7. Financial Outcomes: (management accounts to 31 May 2016)

\* 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 May 2016. A positive variance in tuition fees and interest income has been partially offset by a negative variance in sundry income, resulting in this overall favourable position. Actual Total Operating Expenditure is favourable to budget. The favourable variance relates to operating expenses, total personnel expenses and depreciation.

We had been budgeting for an operating deficit as at the end of May 2016 of \$8.247 million, but have returned an operating surplus of \$6.815 million. The difference is thought to be mostly due to budget phasing, with the expectation that actual results will begin to match budget as the year progresses. Further analysis is being performed.

Capital expenditure is currently \$57.209 million below budget. \$56.321 million of the expenditure incurred to date is UC Futures related (CETF, RSIC, and NEB) against a year to date budget of \$95.223 million. At this stage of the year the remaining capital spend (excluding UC Futures), against budget, is favourable by \$18.307 million.

### 7.1 Cash Flow

The May 2016 cash position of \$291.330 million is higher than budget by \$174.948 million due largely to higher than expected balances at 31 December 2015 and failure to meet budgeted capital expenditure expectations. We are holding adequate short term cash reserves to meet expected

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

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

The 2016 UC 21 Day Student Pacific Challenge, co-hosted by UC Centre for Entrepreneurship and School of Business and Economics, culminated with the judging of the three semi-finalists and awards ceremony on 30 May. Five teams, each comprising five students from diverse disciplines and supported by cultural and business mentors had just three weeks and \$10,000 to prepare a business proposal to assist the Niuean community to conserve, protect and sustainably manage its food supply with a view to becoming self-sufficient. Congratulations go to members of the winning *EduKai* team: Kent Stewart (Bio-Engineering PhD student), Charlotte Mee (3<sup>rd</sup> year BCom, Marketing & Finance student), Helena Power (MCom Marketing student), Sima Bagheri (1<sup>st</sup> Pro year Chemical Engineering) and Charles Tevi (3<sup>rd</sup> year BSc Geology student).

The Edukai Initiative is a three-pronged approach to improving the general health of the community with a cookbook (featuring traditional recipes), a Taumafa Kitchen (both for the home and the village) and involving a Taumafa Development Committee (composed of local organic farmers, Mataginifale Women's Group of Avatele and other experts). The team will travel to Niue with Associate Professor Sussie Morrish (MME Dept) in June to implement this project. Sincere thanks to all UC students and colleagues, business and cultural mentors, and members of the Pacific and Niue communities, who came together to make the challenge happen. Thanks also to sponsors Pacific Island Trade and Invest and Air New Zealand.

Congratulations also to Dr Sarah Wright (Department Management, Marketing & Entrepreneurship) on being awarded a 2016 UC Teaching Award.

### 8.3 College of Engineering (Te R ŋai P kaha)

Our current very large Intermediate Year inevitably means more first professional year students next year. We are currently working on staffing requirements for 2017 because the department of Civil and Natural Resources Engineering will move to double streaming to accommodate a predicted much bigger first professional year next year. This will require more resources as there will be double the number of lab sessions and several lectures/courses will be delivered twice.

On the upside, we believe this will provide a much enhanced learning experience for the CNRE students, because from next year they will sit in class of about 120 students as opposed to more than 200. A business case for increased FTE to support the high number of extra EFTS has been prepared for the VC, in order to maintain a high quality engineering degree. Other departments are also expecting considerable growth in 2017, predominantly Mechanical Engineering, for which resource requirements will be tested shortly. The College has commissioned Research7-1( a)4(r)-7 or()-e l a1( n

In 2017 it will be the 130th anniversary of Engineering in Christchurch and we plan to use that as a theme to set up various events and celebrations when all our buildings are finally returned to us.

#### 8.4 College of Education, Health and Human Development (Te Rangi)



## 9.1 Appendix 1: Building Update

### Overall

The main structural steelwork for both buildings on the RSIC project are now complete, leaving secondary steel structure to be completed, all structural elements are well in advance of the critical path activities for façade and services installation. The façade installation is progressing with some delay, rework to the southeast corner has been completed and a revised installation programme is under review by the project team to ensure there are no further issues.

Practical completion of the ECE wing in tranche one of CETF was delayed due to product availability for a small part of the cladding and an error in manufacturing of the stair handrails. Some minor rescheduling was required to the reoccupation programme and good progress has been made on this task.

Hawkins has advised further delays in completion of CAPE, whereas the programmed handover date for Core remains at 28 October and work is progressing well.

In addition, the late approval of building consent for the CNRE and Mechanical wings has caused some delay to the project along with the discovery of significant additional asbestos to the Mechanical wing and the recent liquidation of the Hawkins demolition sub-contractor. Hawkins has been requested to provide updated construction programmes for these two wings including sufficient transparent float to allow for unresolved and unforeseen issues.

The stage two fitout business case for NEB including a fixed-price tender from Hawkins, a revised programme, a draft set of NZS3910 contract conditions is being prepared for consideration at the June PCG meeting, together with preparation of an Independent Quality Assurance report in parallel with the Business Case for Council.

### Campus Construction Safety Group

UC continues to liaise with the Christchurch City Council on other campus zones in the development of TMPs such as the 'wellness precinct' in anticipation of a considerable number of truck visits removing debris from the UCSA project site. For UCSA this also includes accommodating safe pedestrian movement past this site and across the adjacent stream in both the short and medium term.

The contractor Round Table meeting in May had as a main focus a collective review of key sections of 'The Principal's guide to contracting to meet the Health and Safety in Employment Act 1992' (until it is revised). This is the current guide for Health and Safety in the workplace, underpinning the requirements of the recently released H&S legislation. The UC led review was intended to ensure all contractors remained cognisant of their independent responsibilities in meeting those requirements and in the context of ongoing UC site audits. All contractors agreed that future UC site audit reports will be tabled and discussed at future meetings to enhance contractor insight and understandings.

### Projects in planning stage this month:

The Capital Works team has finalised the review of 2016 projects and a program of scheduled Business Cases to be provided for the necessary approval processes has now been established.

The team continues preparation for an industry briefing to inform the market of timings for new projects.

## Current Building Status

Key Progress this month:

### Major work

#### Regional Science and Innovation Centre (RSIC)

The main structural steelwork for both buildings is now complete, leaving secondary steel structure to be completed; all structural elements are well in advance of the critical path activities for façade and services installation.

The façade installation is progressing with some delay, rework to the southeast corner has been completed with no further issues, a revised installation programme is under review by the project team along with mitigation measures to ensure finishing trades can start on time in early July.

Considerable activity continues with the installation of mechanical and electrical services to all occupied levels of both the west and east wings of the building. Internal walls and partitions are progressing on the west wing. Rescheduling of activities has ensured the programme is maintained with no reported change to the completion date of 10 April 2017.

Developed design for stage two von Haast replacement was completed in early May and the updated cost plan is now within the overall budget with minor value management items being taken to achieve budget compliance. A series of users/occupier workshops are planned for June where final confirmation of layouts and adjacencies will be concluded. The June PCG will consider the final options paper for the von Haast redevelopment for recommendation to UC Council.

#### Canterbury Engineering the Future (CETF)



The team is currently finalising the early works package to the existing infrastructure to ensure services to the rest of the precinct remain operational during demolition and to minimise disruptions . These minor early works are planned to start early June 2016 and are to be all completed before the site is handed over to the demolition contractor.

Following the completion of the Preliminary Design for the new building, key users/stakeholders and the project team is undertaking value management processes to bring the project back in line with the budget. Once completed, the remaining design stages will be undertaken, and a programme established for presentation of a business case to the UC Council.

## Arts Centre

All queries on the Resource and Building Consent applications have been responded to, and both consents are expected to be issued by the end of May. Revised pricing from the contractor has come



9.2 Appendix 2 –Events

Event	Engineering & Science Careers Fair	Christchurch Careers Expo	Hosting at Crusaders
-------	------------------------------------	---------------------------	----------------------

Upcoming Events calendar – June, July

Date

			programme, Year 10. Day 3 (Connecting the Community)	
Monday 25 July	7pm - 8pm	C1	UC Connect: The State of the Union: The U.S. Presidential Election and New Zealand. Presented by Associate Prof Amy Fletcher	Engage
Tuesday 26 July	5.30pm - 7pm	John Britten Building	Donor Thank You	Engage
Wednesday 27 July	5pm - 8pm	Jack Mann Auditorium	Jandals 3	Recruitment & Retention
Friday 29 July	11.30am - 12.30pm TBC	Undercroft 101	UC Connect: TBA. Presented by Joe Letteri	Engage
Friday 29 July	TBC	TBC	Super Rugby Semi finals	Engage
Saturday 30 July	TBC	TBC	Super Rugby Semi finals	Engage



### 9.3 Appendix 3: UC Community Acknowledgements (January – early June 2016)

- x January - The Royal Swedish Academy of Sciences announces decision to award The Crafoord Prize in Astronomy 2016 to Professor Roy Kerr, and Roger Blandford, Stanford University, CA, USA, for fundamental work concerning rotating black holes and their astrophysical consequences. Professor Kerr received the award in Sweden in May.
- x January - 14 students travelled to Thailand for five week internships -13 of whom were awarded Prime Minister's Scholarships for Asia.
- x January -Psychology graduate Dr Heather Gordon's PhD graduate's study on the treatment of ADHD was published in the international peer-reviewed Journal of Child and Adolescent Psychopharmacology and presented at prestigious international conferences, including the American Psychiatric Association, American Academy of Child and Adolescent Psychiatry and International Society for Nutritional Psychiatry Research.
- x February - Master's graduate Emily Lambie will conduct research for 10 months at California State University -a unique coding scheme examines what people really do in an earthquake.
- x February - PhD candidate and Fulbright s

- x April - Postgraduate student John Morris won the inaugural \$50,000 Canterbury Proof of Concept Grant, with the money set to help the winner commercialise his ground-breaking initiative around electrical filters.
- x April - Civil and Natural Resources Engineering Professor Misko Cubrinovski's research paper, 'Assessment of Liquefaction- Induced Land Damage for Residential Christchurch' was named the Earthquake Engineering Research Institute (EERI) Outstanding Paper Award in San Francisco.
- x May - Matt Hutchinson and Jeremy Watson won prestigious William Georgetti scholarships to further their postgraduate studies. Matt Hutchinson will study towards his PhD in Ecology and Evolutionary Biology at Princeton University in the United States. Jeremy Watson's scholarship supports his PhD in Engineering at Cambridge.
- x May - Founder of global company Sysdoc, University of Canterbury alumna Katherine Corich has been inducted to the Hi-Tech Hall of Fame at the annual Hi-Tech Awards Gala Dinner in Auckland. She was awarded the Tait Communications Flying Kiwi Award.
- x May - Meena Amso, a practising pharmacist and self-confessed public health advocate, has been awarded the 2014 Tait Communications Flying Kiwi Award.

### 9.3.1 Appendix 4: VC Activities

Past

Met with the Principal of Christ's College regarding engagement and recruitment  
x