ANNUAL REPORT

UNIVERSITY OF CANTERBURY 2002

TE WHARE WĀNANGA O WAITAHA

UNIVERSITY OF

CANTERBURY

CHRISTCHURCH • NEW ZEALAND

Officers of the University

Chancellor
Phyllis Guthardt DBE, PhD (Camb), HonD (Waik), MA

Pro-Chancellor
(until October) Colin McInnes FNZIM
(from October) Robin Mann MSc, PhD, FNZIC, FNZIM

Vice-Chancellor
(until October) Daryl Le Grew MArch (Melb)

Deputy Vice-Chancellor and acting Vice-Chancellor (from October)
Bob Kirk JP, MA, PhD

Pro-Vice-Chancellor (Academic)
Jan Cameron MSocSc, DPhil (Waik), BSc

Pro-Vice-Chancellor (International)
John Raine BE (Hons), PhD, CEng, FIMechE, FIPENZ, MSAE-A
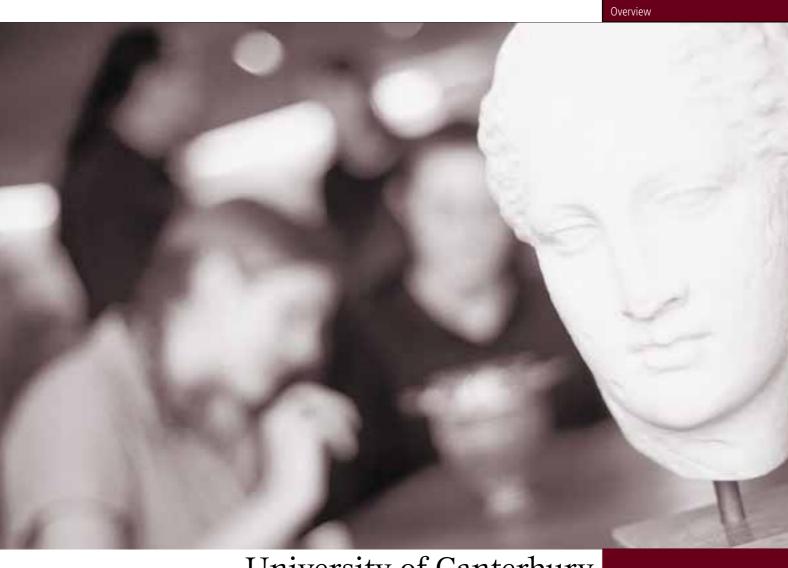
Director of Business and Finance
Tom Gregg JP, BA, DipSLT, DipTchg, psc

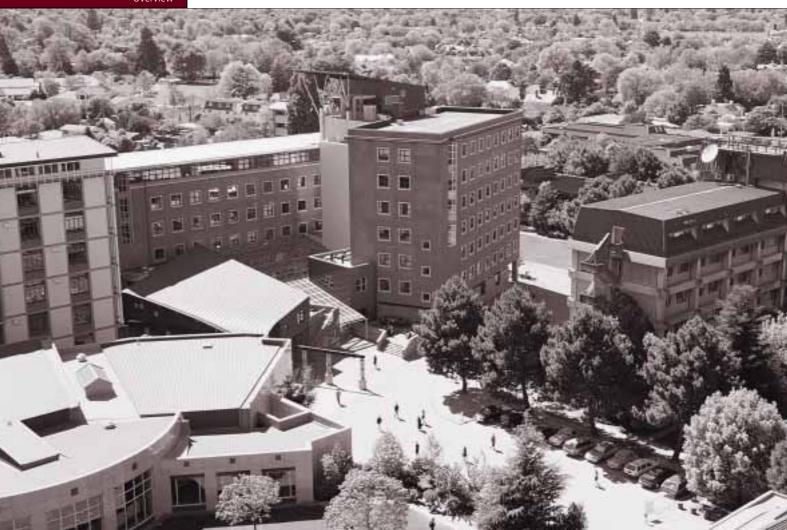**Director of Human Resources**
Bruce Jamieson ONZM, MA, AFNZPsS, DipTchg

Registrar
Alan Hayward JP, MA (Otago)

University of Canterbury

Annual Report 2002

Overview

Statement of Service Performance

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Directory

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Website
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Auditor
Audit New Zealand
(on behalf of the Office of the
Controller and Auditor-General)

Bank
Bank of New Zealand

Solicitors
MacFarlane Dougall Stringer

2002 at a glance

	1998	1999	2000	2001	2002
Students enrolled	12 541	12 196	11 890	11 648	12 084
Equivalent Full-time Students (EFTS)	11 678	11 761	11 204	11 254	11 519
Equivalent Full-Time Academic Staff	583	599	595	617	640
Equivalent Full-time					
Doctoral/Honours Students	1 593	1 703	1 662	1 677	1 661
Student : staff ratio	20.0	19.6	18.8	18.6	18.3
Awards conferred	2 718	2 747	2 987	2 939	2 905
Research publications and theses	1 503	1 549	1 799	1 852	2 097
Operating					
(All amounts net of GST)	In $ 000	In $ 000	In $ 000	In $ 000	In $ 000
Government grant	77 474	77 827	74 176	73 925	76 044
Tuition fees	29 488	33 558	40 250	41 783	46 000
Research funding	7 345	8 160	8 815	9 939	10 509
Cost per EFTS	11.2	11.4	13.1	13.6	13.7
Capital expenditure	21 072	18 583	26 538	29 144	17 102
Financial position					
Fixed assets	459 246	463 682	466 835	375 670	396 253
Net current assets (liabilities)	(12 731)	(3 347)	(11 480)	(16 480)	(10 001)

Audit Office report

To the readers of the financial statements of University of Canterbury and Group for the year ended 31 December 2002

We have audited the financial statements on pages 18 to 93. The financial statements provide information about the past financial and service performance and financial position of University of Canterbury and group as at 31 December 2002. This information is stated in accordance with the accounting policies set out on pages 58 to 60.

Responsibilities of the Council

The Public Finance Act 1989 requires the Council to prepare financial statements in accordance with generally accepted accounting practice in New Zealand that fairly reflect the financial position of University of Canterbury and group as at 31 December 2002, the results of operations and cash flows and the service performance achievements for the year ended on that date.

Auditor's responsibilities

Section 15 of the Public Audit Act 2001 and section 43(1) of the Public Finance Act 1989 require the Auditor-General to audit the financial statements presented by the Council. It is the responsibility of the Auditor-General to express an independent opinion on the financial statements and report that opinion to you.

The Auditor-General has appointed Bede Kearney, of Audit New Zealand, to undertake the audit.

Basis of opinion

An audit includes examining, on a test basis, evidence relevant to the amounts and disclosures in the financial statements. It also includes assessing:

• the significant estimates and judgements made by the Council in the preparation of the financial statements; and

• whether the accounting policies are appropriate to University of Canterbury and group's circumstances, consistently applied and adequately disclosed.

We conducted our audit in accordance with the Auditing Standards published by the Auditor-General, which incorporate the Auditing Standards issued by the Institute of Chartered Accountants of New Zealand. We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatements, whether caused by fraud or error. In

forming our opinion, we also evaluated the overall adequacy of the presentation of information in the financial statements.

Other than in our capacity as auditor acting on behalf of the Auditor-General, we have no relationship with or interests in University of Canterbury or any of its subsidiaries.

During the period we provided taxation compliance advice, temporary accounting assistance and accounting advice on behalf of the University of Canterbury. Other than these assignments, and in our capacity as auditor acting on behalf of the Auditor-General, we have no relationship with or interests in University of Canterbury or any of its subsidiaries.

Unqualified opinion

We have obtained all the information and explanations we have required.

In our opinion the financial statements of University of Canterbury and group on pages 18 to 93:

• comply with generally accepted accounting practice in New Zealand; and

• fairly reflect:

    – University of Canterbury and group's financial position as at 31 December 2002;

    – the results of operations and cash flows for the year ended on that date; and

    – the service performance achievements in relation to the performance targets and other measures adopted for the year ended on that date.

Our audit was completed on 30 April 2003 and our unqualified opinion is expressed as at that date.

B F Kearney
Audit New Zealand
On behalf of the Auditor-General
Christchurch, New Zealand

The University of Canterbury

Established in 1873 as a college of the University of New Zealand, Canterbury College became Canterbury University College in 1933 and the University of Canterbury in October 1957. Full autonomy was granted at the end of 1961. At its original site in central Christchurch it occupied the classic, stone neo-Gothic buildings that now house the city's Arts Centre. In 1949 the decision was made to transfer the University stage by stage from its increasingly cramped site to a 76-hectare site in the Christchurch suburb of Ilam. The move started with the Engineering Faculty early in 1960 and was complete by 1975.

The University is a diverse community of around 12,000 students and 1300 staff. Six hundred academics engage in research and teach courses in more than 60 disciplines spread across seven faculties (Arts, Commerce, Engineering, Forestry, Law, Music and Fine Arts, and Science). At the University's hub is the 1.5 million-volume Central Library. International students come from the Asia-Pacific region as well as from Europe, Africa, the Middle East, and North and South America.

The University of Canterbury Act 1961 describes the purpose of the University as existing "for the advancement of knowledge and the dissemination and maintenance thereof by teaching and research", and the University is proud of its heritage and tradition of innovation. From the start it admitted women students: Helen Connon, the college's first female student, later became the first woman in the then British Empire to win honours. Canterbury was also the Alma Mater of Nobel laureate Lord Rutherford, known as the "father of the atom" for his discovery of atomic structure, and of New Zealand's first Maori graduate, Sir Apirana Ngata. Other graduates include some of New Zealand's most outstanding creative artists, including Academy Award-winning film-maker Vincent Ward, film actor Sam Neill and crime writer, the late Dame Ngaio Marsh.

The University's Vision

The University of Canterbury has a two-fold vision:

• to send out graduates with trained and educated minds to serve as a source of intellectual energy for the New Zealand community; and

• to be a premier research university, internationally known for the excellence of its contribution to knowledge, its excellent courses, teaching and graduates, and its high levels of citizenship, and to be recognised by its community, including the international network of scholars, for these qualities.

The University is committed to the principles of the Treaty of Waitangi and to its multicultural role in the wider national and international community.

The University will value and serve its students and recognise their central importance in the academic community.

The University will also serve its partners in industry and public agencies and its communities in Christchurch, Canterbury and New Zealand, and will seek to be recognised for its leadership in the Asia-Pacific region.

The University is committed to processes of partnership, collaboration and inclusion in its decision-making.

The University respects the highest community and ethical standards and is committed to intellectual rigour, academic freedom, diversity of knowledge and opinion, collegiality and its responsibility as a critic and conscience of society.

The University's goals

The University's goals are to have:

• a distinctive University identity and spirit;

• internationally recognised excellence in research which contributes to knowledge and learning;

• academic programmes which are informed by research, are of international standard, and which are developed, administered and reviewed in accordance with nationally-recognised quality assurance standards;

• excellence in teaching and learning to a standard befitting an international research university;

• maximum effectiveness of staff;

• a community that attracts and values students, encourages and supports them in their progress through the University and fosters in them a sense of the University community;

• a community that encourages and supports graduates as they progress beyond the University and fosters in them a sense of the University community;

• a community that maintains the principles of academic freedom and maintains and vigorously defends institutional autonomy, and that contributes to the betterment of society and is responsive to its needs;

• an ongoing commitment to the policy that all persons should have equality of opportunity in employment and education;

• the reflection of the principles of the Treaty of Waitangi and the implementation of equal partnership between Maori and non-Maori;

• effective quality assurance processes that assure the University of its international standing and of the implementation of values to which the University subscribes;

• effective and accountable organisation and management structures that are supportive of a critical and participatory academic community;

• high-quality, responsible and cost-effective support services for research, learning and teaching;

• a high reputation internationally through the quality of its international activities in teaching and research, and the recruitment of and support for international students;

• a high reputation for its good relations with the community, its liaison with schools, and its educational and professional links with industry and commerce;

• a suitable and sustainable environment for teaching, research and scholarship and for the community and social life of the University; and

• the management and development of financial resources for the University which ensure long-term strength and viability in the achievement of the University's vision, goals and objectives.

Canterbury Tertiary Alliance

The Canterbury Tertiary Alliance (CTA) was created in 2001 with the formal signing of a deed of co-operation between the University of Canterbury, the Christchurch Polytechnic Institute of Technology (CPIT) and the Christchurch College of Education.

The new alliance cements the constructive working relationships that exist among the public tertiary institutions in Christchurch city. Prior to the creation of the alliance, both CPIT and the College of Education had concluded formal memoranda of understanding with the University. The new deed of co-operation now provides a clear and agreed framework for enhanced collaboration and co-operation between the institutions.

The creation of the alliance is a local Christchurch initiative that fits well with the desire of the current Government to see greater collaboration among tertiary institutions.

The members of the alliance meet regularly and are currently working on various projects, including shared library memberships, e-learning, credit transfer and articulation, and marketing. In the development of future institutional profiles, the partner institutions have agreed to co-operate and share strategic planning information.

While each member of the alliance will retain its autonomy, there is a joint commitment to openness and collegiality that will benefit both staff and students.

Statement of responsibility

In terms of Section 42 of the Public Finance Act 1989 we hereby certify that:

1. We have been responsible for the preparation of these financial statements and the judgements used therein; and

2. We have been responsible for establishing and maintaining a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting; and

3. We are of the opinion that these financial statements reflect fairly the financial position and operations of this University for the year ended December 31, 2002.

Chancellor

Vice-Chancellor

Director of Business and Finance

May 6, 2002

2002 University Council membership

The composition of the 2002 University Council was:

Council members	First appointed	Current term	
		Appointed	Ending
Four persons appointed by the Minister			
Dr Susan N Bagshaw	2001	2001	2004
Mr John C Simpson	2001	2001	2004
Sir Dr Angus Tait	1996	2000	2004
Ms Rangimarie Parata Takurua	2001	2001	2004
Vice-Chancellor			
Professor Daryl Le Grew	1998		
Three members of the academic staff			
Professor Jim M Coxon	2001	2001	2002
Professor John F Burrows	1999	1999	2002
Mr Alan J Robb	2001	2001	2004
One member of the general staff			
Mrs Carolyn J Robertson	1995	1999	2002
Two students			
Mr Jarrod Gilbert	2001	2002	2002
Mr Richard Neal	2001	2002	2002
One appointee in consultation with the Employers' Federation			
Mr Colin D McInnes	1991	1999	2002
One appointee in consultation with the Combined Trade Unions			
Dr Jane Chetwynd	1999	1999	2002
Three members appointed by the Council			
His Honour Judge Stephen G Erber	1993	2001	2004
Professor Robert (Bob) Kirk	2001	2001	2004
Dr B Robin Mann	2001	2001	2004
Four graduates elected by the Court of Convocation			
Dr Colin J Burrows	1999	1999	2002
Dame Phyllis Guthardt	1981/1991	1997	2004
Dr W Roy Holmes	1978/1991	1997	2004
Ms Diana R Shand	1986/1991	1999	2002

Management of the University
Vice-Chancellor's Office

Vice-Chancellor's Office (vertical label)

Vice-Chancellor

Heads of Academic Departments

Deputy Vice-Chancellor

Pro-Vice-Chancellor (Academic)

Pro-Vice-Chancellor (International)

Human Resources Director

Director of Business and Finance

Registrar

Committees:

Academic Board
Budget Advisory nominee
Budget Review Panel nominee
Facilities Advisory nominee
Heads of Departments
Staff Policy
Staffing Establishment
Vice-Chancellor's Office

Reponsible for:

Deputy for Vice-Chancellor
Bicultural Partnership
Research Office
Quality Assurance
Risk Management
Strategic Policy Advice

Academic Staffing
Research

Academic Services
Deans
Discipline and Grievance
Equal Educational Opportunity
Educational Research and Advisory Unit

Academic Administration
Equal Educational Opportunities
Teaching and Learning

Continuing Education
Intellectual Property/Technology Transfer

Board of Continuing Education
Canterprise Board
International

Human Resources
Early Childhood Learning Centre
Health Centre
UNICORN (After School)

Health and Safety

Facilities Management
Financial Services
Commercial Services and Contracts
Library
Information Technology
Student Services
Health Centre
Sport and Recreation Centre

Budget Advisory
Facilities Advisory
Library Committee
Information Technology

Communications and Development
Canterbury University Press
Compliance and Legal Liaison
Cross Campus Facilitator
Privacy
Secretary to Council
Secretary to V-C Office

General Staff Advisory

Staff movements and academic visitor numbers

In 2002 a new visitor exchange programme was established with the University of Oxford in recognition of the University of Canterbury's longstanding links with the English university. The first exchanges were approved - three incoming and two outgoing - with the visits to take place in 2003.

The Erskine Grant programme, now in its 43rd year, approved funding for a record 71 visits from overseas academics, with 21 University of Canterbury staff being awarded fellowships overseas. In addition, many other academic staff travelled internationally on study and conference leave.

The foundation stone for the visitor programme is an extremely generous bequest from John Angus Erskine, a Canterbury College graduate from the 1890s and a fellow student of Ernest, Lord Rutherford. The $580,000 bequest, made in 1960, provides for a capital sum to be invested and the interest used to fund visits to Canterbury by academic staff in science, engineering and commerce, and to send Canterbury staff to top institutions overseas.

In terms of academic staff changes, there were 19 new continuing appointments and five retirements.

2002 ACADEMIC APPOINTMENTS

Ms Catherine Moran	Speech and Language Therapy	11 June
Dr Hamish Cochrane	Forestry	17 June
Dr Enrica Sciarrino	Classics	17 June
Prof Lou Reinisch	Physics and Astronomy	18 June
Mr Andru Isac	Law	1 July
Dr John Giffin	Management	1 July
Prof Timothy David	Mechanical Engineering	1 July
Dr Shusheng Pang	Chemical and Process Engineering	1 July
Dr Sasha Chernyshenko	Psychology	8 July
Prof Garry Hornby	Education	13 August
Dr Julie Cupples	Geography	19 August
Dr Bonggeun Kim	Economics	27 August
Dr Malcolm Taylor	Mechanical Engineering	2 September
Dr Anirut Pisedtasalasai	Accounting, Finance and Information Studies	2 September
Dr Michael Grimley	Education	9 September
Mr Peter McDonough	Management	24 September
Dr Janet Latner	Psychology	19 November
Dr Stefano Pampanin	Civil Engineering	20 November
Prof Karen Nero	MacMillan Brown Centre	27 November

2002 ACADEMIC STAFF RETIREMENTS

Associate Professor Rod Fisher	German	1 February
Associate Professor Hare Krishna Mahanty	Plants and Microbial Science/Geology	1 March
Professor Kip Powell	Chemistry	8 April
Professor Brian Butterfield	Plants and Microbial Science	1 May
Professor Gerry Orchard	School of Law	11 November

Chancellor's welcome

Greetings! Whether you skim or study in depth our Annual Report for 2002, I hope you will get the sense of a University on the move with energy and enthusiasm as it enters a new era. I believe we will see many new ideas take shape and develop as we go forward.

In 1981 when I first became a Council member, the University of Canterbury was an affluent, perhaps slightly staid institution in the classical tradition it had always cherished. But these are lean and hungry times.

We struggle to support students who are often paying their fees with hardship, while our own costs have magnified hugely. We still cherish classical ideals of research and teaching excellence, but even the computer revolution of recent years puts unimagined extra costs on the budget. We greatly value our capable staff but can not pay them enough to compete with overseas universities.

Nevertheless significant new developments indicate our growth. Early in the year, the Governor-General, Dame Silvia Cartwright, launched our Violence Research Centre, Te Awatea. When people all over the world are concerned about increasing levels of violence, both national and international, it is clear that such research is timely.

Through the year careful preparations were made to establish a University of Canterbury Foundation. It was launched in September at a most successful function and the Board of Trustees is working effectively to raise funds for new initiatives made difficult in stringent times.

At another level, members of our Equal Educational Opportunities committee have continued working creatively with four low-decile high schools in Christchurch. The aim is to encourage able students to plan for a university education they may not otherwise have considered.

A major challenge confronted us in July when the Vice-Chancellor, Professor Daryl Le Grew, announced his resignation to take up a similar position at the University of Tasmania. His four years with us were very valuable in broadening our horizons, but unfortunately ended with a sudden coronary attack. I am very pleased to report that Professor Le Grew has since made a full and complete recovery, and took up his new position at the beginning of 2003. The Deputy Vice-Chancellor, Professor Bob Kirk, took over here and guided us seamlessly through the rest of the year with a steady hand.

The Council's Vice-Chancellor Appointment Committee then undertook a wide search in several countries for a new Head. The new Vice-Chancellor, Professor Roy Sharp, formerly Deputy Vice-Chancellor at Victoria, began his tenure of office in March 2003.

On a personal level, I shall miss my close involvement with a University I greatly admire.

The Council itself has changed beyond recognition. In the 1980s the Council seemed to me to be a dignified group of interested observers. By 2002 it had become a vigorous group of informed participants. The new Chancellor, Dr Robin Mann, and Pro-Chancellor, Mr John Simpson, have already shown their skill and experience, and we are fortunate to have their leadership.

So the years ahead look bright with promise and I wish the University of Canterbury everything that is good in the future.

Dame Phyllis Guthardt
Chancellor

Vice-Chancellor's report

It is my firm belief that posterity will look on the year 2002 as a turning point for the University of Canterbury. It was a watershed year in which the University successfully faced up to a number of challenges, and achieved resolution on a series of issues that had been actively debated for several years. The net effect was that by the end of the year the University of Canterbury was positioned well for the future, at a highly opportune time, as the shape of the university sector changes.

Two of the significant changes were related. After three years of declining enrolments the student roll increased and, partly as a result, the deficit posted in 2001 was turned into a surplus for 2002, with future forecasts building on that positive base.

The year also saw a change at the top with the resignation of the Vice-Chancellor, Professor Daryl Le Grew, who left at the end of September to take up the Vice-Chancellor position at the University of Tasmania. Professor Le Grew led the University through a turbulent four and a quarter year period and I pay tribute to his achievements. With the benefit of time, his contribution in engaging with the wider community and in moving Canterbury to a more flexible and responsive structure will be increasingly valued.

The University embarked on a focused process for appointing a new Vice-Chancellor and, as I write in March 2003, Professor Roy Sharp, formerly Deputy Vice-Chancellor of Victoria University of Wellington, has taken over.

During my period as Acting Vice-Chancellor, my focus was firmly on continuing the momentum towards shaping the University for the new environment of government funding and proactive steering. The three priorities were achieving the goals embodied in the Financial Recovery Plan, in consultation with the Tertiary Advisory Monitoring Unit, the move to a new academic organisational structure and establishing new relationships with the Tertiary Education Commission through the mechanism of Charters and Profiles.

At the end of the year we also farewelled our much-loved Chancellor, Dame Phyllis Guthardt, who retired after 21 years service on the University Council, including seven years as Pro-Chancellor and the last four years as Chancellor. Dame Phyllis' wisdom, skill and dignity have been important elements in ensuring respect for the University and its Council.

Late in the year Pro-Chancellor Dr Robin Mann was elected Chancellor for 2003, with Mr John Simpson elected as Pro-Chancellor. Several long-serving Council members ended their time on Council: Ms Diana Shand represented the Court of Convocation for 16 years; Mr Colin McInnes was a Canterbury Employers' Chamber of Commerce appointee for 12 years; Mrs Carolyn Robertson represented the University's general staff from 1995; and Professor John Burrows, who served two terms on Council and also served as Deputy Vice-Chancellor.

Another significant development was the formal adoption of a Maori name, Te Whare Wananga o Waitaha, a title which had been in use informally during a long period of consultation with Ngai Tahu. The University also worked closely with Ngai Tahu on the development of research protocols to facilitate mutually advantageous outcomes of research and to ensure the values of the tangata whenua are respected. The University was pleased to host a senior delegation from Ngai Tahu to work on ways of developing partnership. Ongoing work with Te Tapuae o Rehua, and the commitment to biculturalism through Te Kaunihera Tikanga Rua, continued to bear fruit.

Research

A highlight of the year was the establishment of the Human Interface Technology Laboratory NZ, a joint venture between the University, the Canterbury Development Corporation and the University of Washington. HIT Lab NZ is a human-computer interface research centre which works with industry partners to develop revolutionary interfaces to transform the way people think and work with computers. The aim is to accelerate economic development in Canterbury and New Zealand by speeding the transition of technology from academia to industry. The six member companies are Allied Telesyn Research Ltd, Trimble Navigation Ltd, Jade Software Corporation Ltd, Effusion, Mobile Surgical Services and Applied Research Associates New Zealand.

The University is pleased to have a role in two of the Centres of Research Excellence established in 2002. The MacDiarmid Institute for Advanced Materials and Nanotechnology, hosted by Victoria University of Wellington, will work closely with the University's nanotechnology group, and the Alan Wilson Centre for Molecular Ecology and Evolution, hosted by Massey University, has close links with the University's Biomathematics Research Centre. There was disappointment that Gateway Antarctica's bid for CRE status was unsuccessful, but confidence that teaching and research in Antarctic matters will continue to go from strength to strength.

The University's own Research Centre structure continued to develop and at the end of the year there were 16 fully-fledged Centres in operation. A major development was the designation of one research centre as New Zealand's National Centre for Research on Europe with significant funding from the European Commission, building on Professor Martin Holland's role as the Jean Monnet Chair of European Integration and International Relations.

The University's Macmillan Brown Centre for Pacific Studies was pleased to appoint Dr Karen Nero as its new Director. Dr Nero has more than 20 years experience in research in Oceania and recent appointments at the University of Auckland and the University of California, Irvine. Dr Nero plans to strengthen and focus the Centre's research base by integrating the work of postgraduate students, visiting scholars and artists, and members of the academic and local communities.

Canterbury's success in the 2002 Marsden Fund round was very satisfying, with nine projects winning a total of $3.031 million over a three-year period. The continuing growth in the number of academic publications in refereed journals (see table 2.1) was also very pleasing.

Collaboration

The University continued its collaborative initiatives with the local tertiary community through the Canterbury Tertiary Alliance, which was further strengthened when Lincoln University joined founding members the University of Canterbury, Christchurch College of Education and Christchurch Polytechnic Institute of Technology. In addition to multilateral projects, such as the Bright Start scholarship programme, bilateral developments such as the amalgamation of the University and College's printeries were undertaken successfully.

Another satisfying collaborative development was the selection of Canterbury and Otago universities as the preferred tertiary partners in the Nelson/Marlborough Seafood Cluster. This allows the University to participate in the development of the seafood industry in the top half of the South Island as well as generating research and teaching opportunities, particularly for our Centre for Aquaculture and Marine Ecology.

On a wider level, the University continues to get good value from the adjunct appointment scheme whereby staff in related institutions can formalise their links with the University and gain access to Canterbury's infrastructure. At the end of the year there were 93 adjunct appointments in effect.

Sector changes

During the year moves by Government to establish a new body, the Tertiary Education Commission, saw the University developing new relationships and coming to grips with new mechanisms for funding, academic initiatives and research developments. Canterbury participated in the pilot of the Charter and Profile process and found particular benefit in the extensive consultation it undertook with external stakeholders.

Preparing for the change to a Performance-based Research Fund also involved extensive internal preparation.

Alumni and development

Significant changes occurred on the alumni and development scene with the formal launch of the University of Canterbury Foundation late in the year, under the helm of Dr Susan Wakefield and a dedicated group of trustees. In conjunction, the University developed a Naming Rights Policy and consulted with staff on projects for fundraising with a view to launching a major fundraising campaign in the future. Donations to the University increased three-fold in 2002, thanks to increased awareness of the need for philanthropic support and work on developing community partnerships.

The Erskine Society, established to maintain links with the academic visitors funded through the Erskine bequest (see table 2.4), sent out two electronic newsletters and feedback was appreciative and supportive.

The University's first overseas alumni chapter was established in Malaysia and launched in October in both Kuala Lumpur and Kuching. The formal establishment of UCAM (University of Canterbury Alumni, Malaysia) seals warm and long-established informal links with the University's numerous Malaysian alumni.

Organisational structure

After a wide and considered debate around campus, Council endorsed recommendations for a new academic structure, with a reduced number of faculties and faculty heads with expanded responsibilities. I am grateful to Professor Jim Cole for leading the project structure group investigating implementation of the new structure.

The University's External Relations Department was restructured as a Department of Communications and Development, relinquishing responsibility for the International Office, which now stands alone, and the Marketing Manager, who joins with the Liaison Office in a new Recruitment Unit.

Other

The year was also notable for:

- The appointment of Dr Bob Hall, formerly of Sociology and Anthropology, as Quality Assurance Facilitator;
- A major consultation exercise on a University transport strategy, which led to a decision to introduce a modest parking charge in 2003 ($40 per annum), with the revenue to be used largely to encourage alternatives to car travel for staff and students;
- The first Oxford awards as part of the Oxford/Canterbury exchange programme;
- A highly-successful Summer Programme, incorporating a mix of credit, preparatory and leisure courses;
- A campus-wide consultation, led by Dr Andrew Hornblow, former Dean of the Christchurch School of Medicine, on Health Sciences at Canterbury;
- And the application of Strategic Change Fund income to help form a School of Biological Sciences, and to campus infrastructure.

I would like to end by thanking the Council and staff for their help in seeing the University of Canterbury through a difficult year and ensuring it remained focused on dealing with the challenges. As a result, I am confident that the University was in a better position at the end of the year than at the start, and that it is poised to move forward in a positive way under the leadership of the new Vice-Chancellor, Professor Roy Sharp.

Professor Bob Kirk

Acting Vice-Chancellor

Statement of Service Performance

1 Strategic Priorities 2002-2004

Goal

To be the region's leader in tertiary education, well organised and managed, financially viable, with a strong academic profile and excellent support services and systems for students, and in the best possible position to realise its vision and long-term goals effectively.

Objective 1.1

Leadership

To be the leader of a consortium of Canterbury Tertiary Education Institutions.

- The Canterbury Tertiary Alliance (CTA) continued to develop during 2002. Lincoln University joined the Alliance at the end of the year. Lincoln University continues to explore further options, including working with the three Canterbury public tertiary education institutions through the CTA.

- A number of CTA working parties have been set up to work with the collaborative arrangements between the four partners. As a 2-year pilot scheme, staff are now able to study for awards and qualifications at partner institutions with a remission of 50% of the tuition fee involved. Students can apply for reciprocal library membership at the partner institutions. The institutions are investigating programme development, combined insurance provisions, co-ordinated marketing, joint purchasing, and the provision of other services. There are e-learning and other initiatives underway. The efficiencies gained will benefit staff and students.

- During 2002 the UC Council established a policy on entering into Memoranda of Understanding.

- A Memorandum of Understanding was signed with the Nelson Marlborough Institute of Technology (NMIT) and 15 overseas Universities – see Objective 1.8.

- The Joint Consultative Group with the Christchurch College of Education (CCE) has continued to co-ordinate activities between the College and the University. There has been good progress on joint programmes and strategic directions. During the year the two print services were consolidated, and now deliver Design and Print services from the one site.

- A Mus.B. Jazz qualification has been developed in consultation with the Christchurch Polytechnic Institute of Technology (CPIT).

- The Canterbury Tertiary Education Millennial Trust has awarded its first annual set of scholarships and funding is assured for further scholarship rounds in each of the next two years. During 2002 13 scholarships were awarded to University of Canterbury students.

Objective 1.2

Partnership with Ngai Tahu

To have established an effective partnership and positive interaction with Ngai Tahu working within this region.

- Te Runanga o Ngai Tahu and the University have used as a basis for their relationship the Memorandum of Understanding established in 2001. Through Te Tapuae o Rehua, the educational arm of Ngai Tahu, the University continues to explore scholarship and other programmes.

- Eight students were supported by Ngai Tahu Scholarships during 2002.

- The University has been unable to appoint a Kaiarahi, but through the Kaunihera Tikanga Rua and other fora bicultural issues relating to the University have continued to be addressed. The development of Foundation Courses to meet the needs of Māori is currently under discūssion.

- During 2002 the University officially adopted a Maori name: Te Whare Wananga o Waitaha.

Objective 1.3

Organisational structure

To have an effective and responsive academic organisational structure that supports the University in achieving its strategic goal and objectives, with clearly understood delegation, lines of responsibility, decision making and report, and with excellent professional support.

- In September, after an extended period of consultation within the University, the UC Council resolved to implement a new organisational structure. A Project Steering Group has been set up to make recommendations to the Vice-Chancellor and the Vice-Chancellor's Office for approval by Council. It is intended that the new organisational structure will be implemented in the course of 2003, to take effect from the beginning of 2004.

- The University Council has formalised the Delegations Schedule. The ongoing process of formal delegation through to Heads of Departments and other managers continues.

- In 2002 the University opened several new research centres that further consolidate the University's research profile and areas of interdisciplinary collaboration. New centres included the MacDiarmid Institute for Advanced Materials and Nanotechnology, the Human Interface Technology Laboratory of New Zealand, the Social Science Research Centre, the Violence Research Centre, the Electrical Power Engineering Centre, and the Centre for Gene Ecology.

- The Electric Power Engineering Centre (EPEC) promotes and supports the education of electric power engineers, and the study of power engineering at the University as a field of excellence in New Zealand. Members of New Zealand's power industry have invested in a charitable trust, the Power Engineering Excellence Trust, to fund scholarships for students studying in the field.

- The Human Interface Technology Laboratory of New Zealand (HITLabNZ) is a partner of the HITLab of the University of Washington (USA), and undertakes research to realise the opportunities to develop more effective and intuitive interfaces that link humans with computers and computer-based systems.

- The University commenced a major research data collection exercise in 2002 to augment the development of its Charter and Profile, and to inform both the development of a research management information system and the development of a University Research Strategy. Research activities are being mapped to activity codes which, once coded and checked for quality, will enable analysis to determine research concentrations and strengths. This work is continuing into 2003.

- A consultation process with the University community to develop a University Research Strategy is in its initial stages and is due to commence in 2003.

- Moves are well advanced to create a new School of Biological Sciences through amalgamation of the existing departments of Plant and Microbial Sciences and Zoology.

Objective 1.4

Research and academic profile

To have strengthened the profile of subjects – disciplinary and interdisciplinary - in which research and research-led teaching is undertaken, and to have a broader range of professional programmes.

	1999	2000	2001	2002 planned	2002 actual
Current assets to current liabilities (ratio)	0.86:1	0.44:1	0.40:1	0.25:1	**0.49:1**
Public equity to total assets (percentage)	90	91	84	89	**87**
Depreciation to capital expenditure (ratio)	0.72:1	0.53:1	0.47:1	1.28:1	**1.08:1**
Bank Debt to equity (percentage)	2.6	1.0	6.3	1.5	**3.4**
Operating Cashflow to Interest Paid (ratio)	1059:1	393:1	30:1	12:1	**23:1**
Return on equity (percentage)	1.41	0.51	-1.32	0.52	**0.24**
Operating surplus ($ 000)	6 440	2 227	(4 294)	2 056	**1 301**
Operating cashflow surplus	30 715	18 081	14 884	20 389	**19 502**
Government funding as a percentage of total income	55	50	50	53	**48**
Cost per EFTStudent ($) (exclusive of GST)	11 416	13 143	13 600	13 557	**12 403**

Objective 1.5

Financial viability

To have the University financially viable in accordance with national guidelines and best practice for the sector.

- 2002 was the second year of a five year financial recovery plan for the University.

- The major financial targets were met, with a significant turn-round in operating surplus and closing cash position, both of which were ahead of the targets set for the year.

- Government grant income was below budget but ahead of that for the 2001 year, mainly because the proportion of domestic to international students was lower than anticipated. The return on equity and on assets was positive for the year, again a change from 2001. Capital expenditure was all able to be financed from operations, so no borrowing was required during the year.

Objective 1.6

Risk management

To have a proactive University risk management programme.

- During 2002, the Vice-Chancellor's Office and Council completed work begun with the Internal Auditors (KPMG) on developing a Risk Profile for the University. This involved identifying key risks, identifying the controls that are in place, identifying the level of residual risk, and ranking these in order of importance and likelihood of occurrence. A strategy was then developed to address the risk profile.

- Responsibilities associated with compliance have been formally delegated through the Delegation Schedule from the Council to the Vice-Chancellor, and from the Vice-Chancellor to the next level of management.

- An Audit and Risk Committee has been formed that includes external members. Work has begun on developing a regular meeting pattern aimed at monitoring and addressing risk. The Audit and Risk Committee reports regularly to the University Council.

- Compliance with Legislation is to be a regular reporting requirement from management to the Council, and will be developed in 2003.

Objective 1.7

Staff policies

To have in operation robust staffing policies which take into account legislation, in particular the Good Employer requirements of the State Sector Act (1988), and which encourage flexible approaches in order to meet the University's strategic need for staff of high calibre.

- Policies on remuneration and professional development and review have been developed and will be implemented in 2003. A flexible employment policy has been prepared and will now be subject to negotiation with the employee unions.

- Compliance with ACC Audit criteria is an on-going activity. During 2002 two major departments (Civil Engineering and PAMS) had independent reviews of Health and Safety systems evaluated against ACC criteria.

- Through its Staffing Establishment Committee, the University has operated a Controlled Staffing Policy which entails rigorous examination of cases for new positions and the retention of vacated positions. One major criterion in this regard is the department's Student to Staff ratio.

Objective 1.8

Local, national and international alliances

To have active external local, national and international alliances and partnerships enhancing the reputation of the University in research and teaching, and fostering scholarship, research and technology transfer locally, nationally and internationally.

- The University now has formal exchange agreements with tertiary institutions in 52 overseas countries, and a further 1,114 notified international teaching and/or research links between academic staff at departmental level.

- The University has formalised its partnership in the Greater Mekong Sub-region Tertiary Education Consortium.

- 15 new Memoranda of Understanding, student exchange agreements or expanded exchange agreements were finalised with overseas universities during 2002 (see overleaf).

- 2002 saw the establishment of an Exchange Fellowship between the University of Canterbury and the University of Oxford, U.K.

- The University entered a joint venture in 2002 with the University of Washington in Seattle relating to the establishment of the Human Interface Technology Laboratory of New Zealand.

- The Department of Continuing Education in partnership with Victoria University and several Crown Research Institutes has brokered a China Export Network funded by Trade New Zealand. This will deliver training programmes to Chinese administrators over a variety of subject areas.

Institution	Country	Type of Agreement	Date
Queens University, Kingston	Canada	MOU and Exchange	4/12/02
University of Manchester Institute of Science and Technology	United Kingdom	MOU	10/02
University of Tromso	Norway	MOU and Exchange	12/02
University of Oxford	United Kingdom	MOU	2002
University of Sheffield	United Kingdom	Exchange	2002
Carleton University	Canada	MOU	2002
University of Tabingen	Germany	MOU	6/08/2002
Kangnung National University	South Korea	MOU	12/08/2002
National University of Singapore	Singapore	MOU and Exchange	8/08/2002
University of Washington	USA	Exchange	16/08/2002
Rhode Island School of Design	USA	MOU	20/09/2002
University of Cincinnati	USA	MOU	30/10/2002
University of Bath	United Kingdom	MOU and Exchange	11/11/2002
L'Ecole Nationale Ingenieurs Travaux Agricoles	France	MOU and Exchange	14/10/2002
Utrecht School of the Arts	The Netherlands	Exchange	2002

• International collaborations over technology transfer and funding for new business developments:

Δ The relationship with the University of Washington opened up research contract links with USA companies such as Eastman Kodak.

Δ During 2002 agreement was reached on the commercialisation of UC soft-edge trampoline technology with investment from a North American business.

Δ Further developments were pursued with the Singapore Economic Development Board in relation to showcasing new technologies from the University to prospective investors in Singapore.

• Focussed development of strategic international links led by the Pro-Vice-Chancellor (International) with participation by academic staff:

Δ The relationships with the University of Washington in Seattle, the National University of Singapore and the University of Oxford, UK, are proving to be strategic international linkages for both student and staff exchange. More widely we now have a strong network of partner universities in the USA, UK, France, Germany, Japan and Malaysia. Individual departments link to universities in 59 countries worldwide and we have formal partnerships with universities in 16 countries.

• Monitor linkages to determine which ones are active, and in what areas they are active:

Δ In 2002 a survey was done of our international exchange linkages and some that were inactive have been considered for termination. Departmental "champions" have been appointed for new exchange agreements in 2002.

• Develop active international relationship "managers" at departmental level through the international liaison staff member in each department:

Δ Most academic departments now have international coordinators.

• Co-operative work with partners in business, industry and the local community to develop potential technology commercialisation partnerships outside of New Zealand:

Δ The University has developed a close working relationship with the Canterbury Development Corporation and has signed a Strategic Partnership Agreement with Industry New Zealand. Both of these relationships have been important in facilitating new research centre developments and in building partnerships with universities, research organisations and industries in Australia and the USA.

Δ During 2002 Canterprise Ltd developed international funding sources for technology commercialisation.

Objective 1.9

Flexible delivery programmes

To be providing flexible delivery of academic programmes and courses in terms of location, mode of delivery and time.

	1999	2000	2001	2002 planned	2002 actual
Offering of undergraduate courses:					
First semester	212	300	322	393	**343**
Second semester	209	303	317	381	**341**
Whole year courses	574	494	351	349	**344**
Summer programme	-	3	29	35	**50**
Total number of courses offered	**995**	**1 100**	**990**	**1 158**	**1 078**
Limited entry courses					
Programmes		6	5	5	**6**
Courses		58	55	53	**62**
Web-based or partly web-based courses	unknown	unknown	70	90	**112**
Courses taught off-campus		4	4	8	**10**

• Semesterization of courses has continued to expand with a corresponding reduction in the number of whole of year courses. Summer courses offered in 2002 exceeded expectations and perhaps reflect a growing trend towards a tri-semester academic year. Summer school is also an attractive option for students who may require only a further 6 or 12 points to complete their degree. Web-based or partly web-based courses continue to grow. The total number of courses offered in 2002 has increased but not at the rate anticipated. As new courses are developed some rationalisation of existing courses also takes place - it is important the University does not offer new courses without reviewing existing courses. The total figure of 1 078 could be viewed as a result of consideration having been given to the most appropriate use of scarce resources.

• Limitation of entry for programmes or courses is always applied with some reluctance and reflects limited resources and the need to maintain a quality teaching programme. In 2002 it was necessary to introduce limitation of entry on Computer Science courses because of difficulties with obtaining qualified academic staff in competition with an industry which offers lucrative job opportunities.

Objective 1.10

Student numbers

To have an increased student enrolment.

	1999	2000	2001	2002 planned	2002 actual
EFTStudents as returned to the Ministry of Education	11 761	11 204	11 254	11 325	**11 519**
Number of students	12 191	11 632	11 648		**12 084**
EFTS per student	0.965	0.963	0.966		**0.953**
EFTWholly Research Students	924	948	881	860	**861**
Students participating in preparatory programmes	683	770	821	872	**1 597**

- In July 2002 the Director of Business and Finance brought together the Liaison and Marketing functions of the University into a new Liaison and Recruitment Unit.

- Part of the new Liaison and Recruitment Unit's goals for 2003 is to coordinate recruitment functions within the University. Initial discussions have taken place with the many groups involved around the issue of coordinating activities and increasing communication between parties in 2003.

- A University group had been looking at coordinating recruitment activities, but it has been superseded by the formation of the Liaison and Recruitment Unit. OLAP cubes are being used as a device to assist with strategy and planning of recruitment initiatives.

- In conjunction with the University's involvement in the pilot Charter and Profile exercise, research was conducted into perceptions held of the University by key external stakeholders. From this a "brand strategy" research exercise has been commissioned to be completed by March 2003. As part of this exercise, perceptions of the University held by teachers, University of Canterbury staff and prospective and current students from all communities, particularly Pacific Island and Māori, will be gathered and analysed. After consultation and discussion a brand architecture document will be developed to inform future brand (visual identity) marketing and creative directions for the University.

	1999	2000	2001	2002 planned	2002 actual
EFTStudents:					
Undergraduate – sub-degree	170	174	223		**324**
Undergraduate – degree	10 032	9 560	9 576		**9 730**
Total undergraduate	10 202	9 734	9 799	9 525	**10 054**
Postgraduate – taught courses	844	801	798	940	**800**
Postgraduate – research	924	947	880	860	**861**
Total postgraduate	1 772	1 749	1 679	1 800	**1 661**
Total number of students taught	11 972	11 483	11 479		**11 715**
Less contract teaching and old PhDs	211	279	225		**196**
Total as returned to the Ministry of Education	11 761	11 204	11 254	11 325	**11 519**
Full international students enrolled in degree courses	477	574	799	1 000	**1 115**
International student exchanges – incoming students	21	24	40	30	**42**

Objective 1.11

Student profile
To have a student profile which includes increased proportions of postgraduate and international students.

- A working party has been formed between the Recruitment and International teams to coordinate marketing, academic, and communications and development activities relating to strategic scholarships. Further discussions will be held on key recruitment strategies drawing on staff from appropriate sections as required.

Objective 1.12

Improved access by under-represented groups

To have improved access, participation and integration by suitably qualified students from traditionally under-represented groups.

	1999	2000	2001	2002 planned	2002 actual
Percentage of students who self-identify at enrolment as having a disability	4.1	3.9	4.3	4.6	**3.7**
Percentage of students registered with the Disability Support Services	1.3	1.9	2.3	2.6	**2.6**
Percentage of students who are Māori	5.0	5.1	5.1	6.0	**5.2**
Percentage of students who are Pacific	1.7	1.7	1.6	1.5	**1.1**

- During 2002 the Equal Educational Opportunities Committee continued its work of developing policy on questions of access, as well as collating data on access. The work of the Committee is carried out in conjunction with the Māori and Pacific Liaison Officers, Student Services and Academic Administration. See Objectives 7.2 and 7.3 for additional relevant commentary.

Objective 1.13

Student integration and retention

To have a focussed programme and services which ensure the integration of students into the University, increasing the retention level especially during the first year of enrolment.

- Over the past three years the Budget Advisor has supported mature students and students with families through the Student Support Network. This group has grown from an initial group of 27 students to around 65 on a database. Support meetings and newsletters have been the main avenues of contact and feedback. This support has helped to retain these students by providing a base whereby some students have formed themselves into groups. One of the biggest problems for these students is isolation.
- The Headstart (Skills NZ Programme) enabled 13 students to enrol into first year papers and receive additional academic services support. Seven of the thirteen students completed the year. This program will continue with a new group of students for 2003. It is proposed that these students have a mentor to support them throughout the years.
- A pilot mentoring program was undertaken by Student Services in the second semester this year. Twenty four students, twelve mentors and twelve mentees, took part in this programme. It is proposed that a program be offered for 2003.
- A meeting was held this year to discuss the number of students who are failing. Some of these students have been failing for a number of years. The university has a responsibility to support these students and in some cases direct them into other areas of study more suited to their current academic ability. It was clear that compulsory preparatory courses should be available.
- A successful extensive Academic Orientation programme was coordinated and delivered at the start of the year with a smaller more focused orientation mainly for International Students held mid year.
- A successful "First Year In Higher Education" conference was co-hosted in July.
- Study groups were set up in Commerce as a starting point and resulted in considerable success for participants and positive feedback from lecturing staff.

Objective 1.14

Management Information System

To have a comprehensive Management Information System which provides efficient and up-to-date tools for the management and administration of the University in all its strategic areas of activity.

- Systems in operation:
  - Δ UC Finance – Oracle Financials has been fully operational since Q1/01 and has had a major upgrade in Q4/02. The next major additional module that is being considered is the asset management module.
  - Δ UC People - The core PeopleSoft HR system has been operational since Q4/2000. Additional modules such as employee self-service, competency management, Health and Safety, etc. are being deferred until the web-enabled Version 8 upgrade takes place. This is planned for some time after Q2/2003.
  - Δ UC Student – The University continues to rely on its in-house system which has had to be augmented to reflect additional Government demands such as NSI. Significant progress has been made in the associated student administration business processes project.

Δ UC Facilities – The core system is in place as reported below, with timetabling to be implemented in 2003.

Δ UC Alumni – This system is now fully operational.

• During 2002 three initiatives were undertaken in the areas of reporting and data processing which will assist the University's management and administration.

Δ During 2002 efficiency and effectiveness reviews of several areas of the UC Finance system took place. There are three main sub-systems of UC Finance – Accounts Payable, Accounts Receivable, and Purchasing. In the area of Accounts Payable, following the review, there have been several changes made resulting in a more streamlined system that allows more prompt entry of data into the system, and more consistent application of policy. In the area of Accounts Receivable, again following a review, a new receipting system has been successfully installed, extensions to electronic banking facilities made, and significant reductions in cash transactions achieved. The Purchasing systems are yet to be reviewed. In addition to these reviews, a reporting group has been established to assist in improving reports and reporting systems back to managers. So far the work of the group has resulted in improvements to existing reports, the development of a new report, and the establishment of new reporting systems. The work is ongoing and will continue into 2003.

Δ The implementation of UC People in November 2000 introduced a system which provides international best practice in human resources and payroll management. This in-built best practice has provided a mechanism for improving human resources and payroll procedures. The operation of the system was reviewed by IRD in August 2001 and the HR and payroll processes were the subject of an internal audit during 2002. Improvements have been made to operational procedures as a result of these two audits.

Δ The Information Technology Department has created data warehouses for student administration, finance and human resources/payroll. These data warehouses are available via the web and utilise the Excel pivot table functionality. Standard reports are available, or users can generate ad hoc queries.

• In 2003 the university will continue to operate its current student administration system while undertaking work in preparation for a system upgrade or system replacement. This preparatory work includes:

Δ A comprehensive review and updating of the student administration business processes.

Δ A proposal to simplify the degree regulations.

Δ An internal audit on the risks associated with the current system.

Δ Development of a functional and technical requirements specification.

Δ A proposal for redeveloping the in-house system. This is being prepared for Q1/2003 and will form the baseline for comparisons with any possible commercial alternatives that may be considered.

• In 2002 the Research Office appointed a Research Development Co-ordinator to manage the selection and implementation of a research system to meet the University's strategic research plans and the reporting and research management requirements proposed by the Tertiary Education Commission through Performance Based Research Fund (PBRF). The first stage of the project has involved:

Δ Analysis of the external and internal research reporting requirements.

Δ Identification of research data sources, data format, and data integrity.

Δ Analysis of research data collection processes.

Δ Development of data specifications to meet the new reporting and management requirements.

Δ Development of interim data collection and reporting tools and processes.

• The requirements of a research system are expected to be finalised by April 2003, and a decision on system selection and implementation made later that year.

• The implementation of Syllabus Plus (UC Facilities) has enabled the University to gather, analyse and report on centrally-managed lecture, seminar and tutorial rooms. A number of venues managed by departments have also been added to Syllabus Plus over the past year. The system also supports a web-based room booking system, a schedule of audio visual equipment available in each room, and lecture theatre timetables for 2003.

• In 2003 the University plans to enhance the on-line booking system and to implement the timetabling function in Syllabus Plus.

• The Alumni system implementation was completed in 2002 with the transfer of all requested machine-readable student information into Raiser's Edge and a system upgrade carried out.

2 Research and scholarship

Research in the University establishes an environment which fosters critical inquiry and discovery in all of its activities. It includes scholarly activity which assesses the theory and practice of disciplines and the integration of knowledge, and leads to the promulgation of the results of that enquiry through publication, original creative work, or performance and to the transfer and practical applications of that knowledge to industry, business and the community.

Goal

To have internationally recognised excellence in research which contributes to knowledge and learning, to the welfare of all, and to the sustainability of the environment.

Objective 2.1

Research performance and reputation

To have an increased output of research recognised internationally for its excellent quality.

	1999	2000	2001	2002 planned	2002 actual
Staff research publications	1 283	1 481	1 491		1 761
Creative works and exhibitions	25	20	55		46
Completed PhD theses	64	64	83		77
Completed Masters theses	177	234	223		213
Patents	5	7	9		5
Total	**1 554**	**1 806**	**1 861**	**1 820**	**2 102**

Note: The source for the data in this table is the University Calendar. This means that the time frame for each data set is July to July. The actual number of University-related patents issued in 2002 was 20 (Source: Canterprise Ltd).

- The eighth issue of UC Research, published in February 2002, provides a sample of research being carried out across all faculties by summarizing 38 different research projects. UC Research was first produced in 1994 and provides an important vehicle for informing the community of research activities within the University.

- Three Canterbury academics were made Fellows of the Royal Society of New Zealand in 2002: Associate Professor John Abrahamson (Chemical and Process Engineering), Professor Robert Davis (Civil Engineering) and Associate Professor David Kelly (Plant and Microbial Sciences).

- Members of the Vice Chancellor's Executive and senior academics gave a number of illustrated presentations on University research capability and specific research projects to New Zealand companies or government officials, and to groups of overseas visitors from China, Germany, Korea, Malaysia, Singapore, including a group of ASEAN ambassadors.

- The University's Research Committee in 2002 awarded funds for research, new equipment and postdoctoral fellowships as summarised in Table 2.3. These internal awards are made through peer review of the quality of the applications received and to support strategic research initiatives.

- The University's research community recognises excellence each year through the award of the University's Research Medal. In 2002 the Research Medal was awarded to Professor David Thorns of the Department of Sociology and Anthropology.

- The Research Office and Canterprise provide extensive services to academic staff in the acquisition and management of external contestable research grants and contracts.

- In addition to publicity given to the University's research through UC Research and presentations to visiting groups, the University presents its research through the regular publication of the Chronicle, through press articles and through news media features. In 2002 the University also sponsored and promoted its research and entrepreneurial business development activities through the "Innovation Story" Road Show, and displays at the annual A & P Show.

	1999	2000	2001	2002 planned	2002 actual
EFTWholly Research Students	924	948	881	860	861
EFTWholly Research Students as a percentage of total EFTStudents	7.8	8.5	7.8	7.6	7.5
EFTWholly Research Students:EFT Academic Staff	1.5	1.6	1.4		1.3
Winners of scholarships administered by the New Zealand Vice-Chancellors' Committee		14	28	15	41

Objective 2.2

Postgraduate research students

To have an increased number of well-prepared postgraduate students carrying out research at international levels across all discipline areas.

- Most key decisions of the 2001 Working Party on Issues in Postgraduate Degrees (reported on in the 2001 Annual Report) have been successfully implemented in 2002, as follows:

  Δ Substantially revised PhD regulations and guidelines. The revised regulations were introduced early in 2002, superseded those printed in the 2002 Calendar, and were made available on the web.

  Δ Substantially revised General Course and Examination Regulations concerning "Theses".

  Δ Revised Master's thesis work guidelines, policies, and procedures.

  Δ Revised Code of Practice with respect to postgraduate research students.

  Δ A centralised system of reporting on research proposals and progress of Master's thesis students (such a system has long been in place for PhD students). The system includes reporting on resource provision for postgraduate students, and provides a mechanism for monitoring compliance with the university-agreed minimal resource requirements.

  Δ More than one supervisor for every thesis student.

- Other important new developments in 2002 included:

  Δ New degree of Master of Social Work offered for the first time in 2002.

  Δ New degree of Master of Social Work (Applied) to be offered in 2003.

  Δ New degree of Master in Engineering Transportation offered for the first time in 2002.

  Δ Introduction of the possibility of extramural enrolment for thesis students.

  Δ Introduction of shorter time limits of 4 years full-time and 7 years part-time for PhD students. These bring Canterbury more into line with government funding and the time limits in other New Zealand universities.

  Δ Provision for concurrent enrolment in MSc thesis and course-work.

  Δ Clarification of the regulations for the Postgraduate Diploma in Clinical Psychology, the addition of the PhD as a qualifying entry degree, and provision for concurrent enrolment in PhD (after two years equivalent full-time study) and the Diploma.

  Δ A new "Guide for Research Students and Their Supervisors on Intellectual Property" that encapsulates the university's more detailed policies and procedures. The Guide was placed on the web late in 2002, and a brochure will be distributed in 2003.

  Δ The introduction of two rounds per year (instead of one) for offering doctoral scholarships.

  Δ Development of procedures for targeting some doctoral scholarships, with targeting to be introduced in 2003.

  Δ The trial introduction of Jointly Awarded Doctorates, with co-supervisory arrangements between Canterbury and Paris 8 University.

- One policy recommended by the 2001 Working Party, not yet implemented, is monitoring the requirement that all newly appointed academics attend a training session on supervising research students. Hopefully this will be attended to in 2003.

Objective 2.3

Research funding

To have effectively applied funding in support of research which contributes to the University's research goal.

Research Grants - number and value awarded	1999	2000	2001	2002 planned	2002 actual
RESEARCH GRANTS – NUMBER AND VALUE AWARDED*					
Foundation for Research Science and Technology (FRST) grants (incl NERF and FRST tenders)					
Number	0	1	20		10
Value ($ 000)	$1 034	$600	$2 178		$6 648
FRST sub-contracts					
Number					17
Value ($ 000)					$1 254
FRST TechNZ grants					
Number					58
Value ($ 000)					$1 554
RSNZ Marsden grants:					
Number	12	7	8		9
Value ($ 000)	$1 646	$2 288	$2 329		$3 031
RSNZ CoRE grants:					
Number					1
Value ($ 000)					6 900
Other external grants: **					
Number	64	41	70		58
Value ($ 000)	$2 862	$1 068	$2 567		$2 560
Total external research income awarded ($ 000)	**$5 542**	**$3 356**	**$7074**	**$3 350**	**$21 947**
UNIVERSITY GRANTS NUMBER AND VALUE AWARDED					
Department equipment grants					
Number					16
Value ($000)	$2 613	$1 897	$1 238	$1 200	$1 050
University research grants					
Number					27
Value ($000)	$1 270	$1 133	$762	$800	$750
Total internal grants					
Number					43
Value ($000)	**$3 883**	**$3 030**	**$2 000**	**$2 000**	**$1 800**
University-funded Postdoctoral Fellows - annual awards	12	12	12	12	10
Summer Scholarships Scheme for Bachelor Honours students	9	10	9	9	9

Notes:

* The format of this table has been altered from that used in the 2002-2004 Statement of Objectives in order to better reflect the range of external research awards coming into the University.

** These figures do not include minor grants that have been obtained directly by academic departments. This total is approximately $1.2m.

- In part, the increase in external research income for 2002 reflects more comprehensive procedures implemented during the year to account for research income.

- The University is developing its research strategy to ensure that in addition to supporting core activities, its areas of excellence and unique research capability are enhanced, and opportunities are taken to collaborate profitably with other universities and industry partners both within New Zealand and internationally. These developments are reflected in the strong growth in research income in 2002. The high level of research activity is also reflected in staff publication figures and the level of patent applications in 2002 (see Table 2.1)

- The Internal Research Budget was reduced in 2002 in line with the University's Financial Recovery Plan. This will be increased in due course. To aid the University's financial recovery, the Research Committee agreed to the reduction of two postdoctoral fellowship awards from those planned for 2002.

- The following table shows research income per the financial statements analysed by major funding source. This is different from the above table, which shows research grants awarded in the 2002 year. Awarded grants will relate to future years not just the 2002 year.

Research Income per Financial Statements by source

External research income received relevant to the 2002 year was as follows:

External Grants	$4,532,017
Marsden	$2,668,106
FRST	$3,308,454
	$10,508,577

Canterprise Research Income 2002

PGS&T Sub contracts	28	$1,253,150
TechNZ TIFs	18	$ 638,000
TechNZ TBGs	6	$ 864,643
TechNZ TechNet	33	$ 50,276
TechNZ Tech Link	1	$ 2,813
Total FRST		**$2,808,882**
Total External Research		$1,132,718
Total Research Income		**$3,941,600**

	1999	2000	2001	2002 planned	2002 actual
International linkages between individuals and departments (total)	386	860	900	1 000	**1 154**
Research Centres and Portfolio Groups	11	12	15	13	**15**
Visiting research scholars and fellows:					
Erskine	67	58	59	71	**72**
Canterbury	2	4	4	4	**2**
Centennial	0	1	0	-	**-**
Total	**69**	**63**	**63**	**75**	**74**
Adjunct appointments	20	54	75	56	**90**

Objective 2.4

Research networks and collaborative alliances

To have strong and active research networks and alliances facilitating disciplinary and interdisciplinary research.

- The following significant research projects and programmes arose from networks and alliances during 2002:
  - Δ The University secured a commitment of $6.9 million funding as a key partner in the MacDiarmid Institute for Advanced Materials and Nanotechnology, led by Victoria University. This is a Centre of Research Excellence.
  - Δ The University is a partner in the Allan Wilson Centre for Molecular Ecology and Evolution hosted by Massey University. Funded for this will commence in 2003.
  - Δ The National Centre for Research on Europe received over $600,000 funding this year from the European Union and has developed active student exchange partnerships in France and Germany.
  - Δ The HIT Lab NZ MagicBook project (in partnership with the University of Washington) received a $2.5 million NERF grant this year.
  - Δ The University is a co-investor in the Wood Quality Consortium funded by FRST.
  - Δ 2002 saw the launch of the Electric Power Engineering Centre, with $240,000 support pledged by electrical industry partners.
  - Δ The University secured $100,000 in feasibility study grants from Industry New Zealand for the proposed e-Security Laboratory of New Zealand, and BioCaNZ a proposed bioactives research institute.
  - Δ The Canterbury Museum joined the University's summer scholarship programme in 2002, an initiative developing out of the MoU that the University has with the Museum. The Museum directly funded 2 scholarships, in addition to the 9 that were funded by the University.
  - Δ The University is encouraging networking of staff internally and externally with other institutions, significantly through the growth in interdisciplinary research centres, and through the formation of collaborative research groups such as the research consortia being formed under FRST funding in 2002.
- The Research Office instituted a Grant Clinic service in 2002. Clinics are a forum for individual staff to discuss research career planning, grant writing, and provide a means for Research Office staff to develop a greater understanding of individual research interests, thus enabling them to search for additional collaborative and funding opportunities using "targeted" information.
- As part of the University's research data collection exercise, significant information was collected from Departments concerning collaborative links relevant to research. These are being coded as part of the Research MIS project and will form part of the specification for a more rigorous information system. The Research Office, as part of its Strategic Plan 2002-2004, intends to analyse this information and assess it for opportunities to exploit collaborative links and funding opportunities.

Objective 2.5

Application of research and consulting services

To have the outputs of research applied in commercial and non-commercial ways to the progress of society, government, industry, technology and commerce in ways that are consistent with the University's vision.

	1999	2000	2001	2002 planned	2002 actual
Technology transfer agreements		6	10	8	48
Confidentiality agreements (Canterprise Ltd)		28	32	40	48
Licences		3	0	6	4
Projects in the Canterbury Industry Incubator		-	-	2	0
Patent applications		6	10	16	20
Company start-ups		-	1	3	3
Commercial income estimate ($ 000)		1 902.8	2 918.1	4 808.3	4 290
FRST scholarships (TIF, TBG and others)	12	17	12	22	19
FRST sub-contracts	15	17	16	14	17
Investment in seed funding for commercialisation activities ($ 000)		24	30	60	80

Note: Includes Canterprise activities

- Work has been done with local industry in 2002 to establish a framework for more responsive hosting of industry-linked research and development projects. Canterprise Ltd will work in close collaboration with the Centre for Innovative Product Research and Development to facilitate this goal.

- New investment channels have been identified in 2002 to increase the resources available to Canterprise for technology commercialisation, and further business development staff capacity will be added early in 2003.

- Canterprise will continue to expand its portfolio of patented technologies and to seek investment in these technologies from the business community for the benefit of the University.

- During the year Canterprise became the major shareholder in Ennotech Holdings Ltd and acquired a minority shareholding in SYFT Ltd and CO2 Out Ltd in return for its contribution of Canterprise-owned intellectual property rights to the companies. Each of these companies has the potential to generate significant returns for the University in the long term.

- Canterprise will also increase its collaboration with other research providers and industry through its participation in FRST Research Consortia such as the Wood Quality Initiative WQI Ltd.

- The University continues as a shareholder in the Canterbury Innovation Incubator Ltd and is developing its working relationship with this unit through the Vice Chancellor's Office and Canterprise Ltd.

- During 2002 consultancy activity handled by Canterprise amounted to approximately $1 million revenue.

3   Academic programmes

The aim of the University's academic programmes is to provide opportunities for graduates and students to develop:

- conceptual understanding where they have:
   * expert knowledge within disciplines and fields,
   * the ability to think critically and independently,
   * the ability to recognise the broader context in which disciplinary knowledge is located;
- ethical behaviour exhibited by:
   * a respect for academic freedom and its attendant responsibilities,
   * a striving for the betterment of the human condition;
- a sound skill base comprising:
   * those skills which are discipline-specific,
   * those skills which are more generic and have value throughout life – communication, problem solving, interpersonal – together with an intellectual curiosity.

Goal

To have academic programmes of international standard which are informed by research, and which provide graduates and students with knowledge and skills for the welfare of their communities.

- Procedures for approval of new programmes have been significantly revised to include a resource prioritising process. Attention is also paid in these procedures to the research-teaching nexus.

- During 2002 graduating year reviews were carried out for: Grad Dip Arts; Grad Dip Science; Certificate in Foundation Studies; BSc(Hons) and MSc – Computational and Applied Mathematics; BSW; BA(Hons) – Diplomacy and International relations; BSc(Hons) – Mathematics and Philosophy.

Objective 3.1

Research-informed programmes and courses

To have a curriculum based on sound principles of course design integrating research into teaching and learning.

	1999	2000	2001	2002 planned	2002 actual
Mean score on Course Surveys (scale 1-5, where 5=strong satisfaction)	3.9	4.0	4.0	4.0	3.9

Objective 3.2

Programmes and course quality

To have all programmes and courses benchmarked internationally.

• Course and teaching surveys continue to be carried out across all programmes. Student opinion of the quality of courses remains high as indicated in the table, with the small fluctuations observed being expected variation. More than nine out ten the courses surveyed were viewed positively (the 10 percentile measure of 3.3 is consistent with earlier years.)

• The Teaching and Learning Committee introduced procedures in 2002 to identify courses that students rated highly and poorly, to advance further investigation of factors contributing to high and low satisfaction.

• Departments review courses at the end of each year. Academic visitors from other universities are involved in Departmental review processes where appropriate. Information from external examiners may contribute to the review of courses at higher levels.

• Graduating year reviews, required as part of academic accreditation processes conducted by the Academic Programmes Committee, seek information from extended communities of interest and are an important contributor to benchmarking.

• The Pilot Academic Profile exercise undertaken in 2002 has also contributed the development of benchmarking procedures, and this can be expected to continue as the University builds its experience with profiling.

Objective 3.3

Community needs

To have all programmes and courses reflect and satisfy the needs of the appropriate communities of interest.

• Community consultation occurred as part of the two departmental reviews carried out during 2002 (Theatre and Film Studies and Education).

• Stakeholder consultation is an essential part of applications for NZVCC (CUAP) approval in relation to new programmes.

• Extensive stakeholder satisfaction surveys were carried out on behalf of the University by HCIS Ltd. during 2002. Stakeholders surveyed included industry, business, schools, other tertiary providers and other interest groups.

Objective 3.4

Assessments standards

To have assessment policies which are appropriate to promoting high-quality learning, and which provide a fair and reliable indication of the standards achieved by students.

	1999	2000	2001	2002 planned	2002 actual
Academic awards conferred:					
Doctorates	63	50	84	65	79
Masters	288	334	331	340	327
Bachelors with Honours	569	595	563	600	586
Postgraduate and Graduate Diplomas	151	121	125	150	127
Bachelors	1 662	1 859	1 849	1 860	1 759
Certificates	14	28	7	30	27
Total	**2 747**	**2 987**	**2 959**	**3 045**	**2 905**

• 2002 numbers are slightly below expectation with bachelor degrees down 4.7 %. Postgraduate awards have remained stable. Overall awards are down 1.8%.

• Number of appeals to the Executive of the Academic Administration Committee and proportion of appeals upheld

    Total number of appeals: 40

    Number heard by AAC: 36 of which 10 were upheld

    Number heard by AAC Executive: 4 of which 4 were upheld

    Total number of appeals upheld: 14 (36%)

• It should be noted that the Executive of the Academic Administration Committee may refer an appeal directly to the Committee for wider consideration. Eight (8) of the 10 appeals upheld by the Academic Administration Committee were the result of the annual review of academic progress. The appeal process grants students the opportunity to inform the Committee of personal circumstances which affected their academic progress.

Objective 3.5

Communication of regulations and procedures

To have academic regulations (including course regulations) and procedures which facilitate the acquisition by students of the understanding, behaviour and skills demanded by the graduate profile, which are known and understood by staff and students, and which are applied in a fair and equitable manner.

Objective 3.6

Access to programmes and coursesy

To have well qualified students able to access all courses.

	1999	2000	2001	2002 planned	2002 actual
EFTStudents returned to the Ministry of Education	11 761	11 204	11 479	11 325	**11 519**
University of Canterbury funded scholarships: Masters scholarships offered (number taken up in brackets)	46 (42)	46 (34)	63 (45)	45	**56 (45)**
Doctoral scholarships offered (taken up)	65 (41)	65 (41)	85 (62)	65	**91 (66)**
Other scholarships offered	330	358	298	360	**297**
Total number of scholarships offered within the University	**441**	**469**	**446**	**470**	**444**
Expenditure in the categories of grants					
Expenditure on scholarships within the University ($ 000)					
- via Scholarships Office	3 113	3 097	3 090	3 100	**2 899**
- via Academic Departments				1,868	**2 016**
Externally funded awards –					
Scholarships	371	857	1 102		**1 485**
Prizes	8	0.3	0.65		**0.13**
NZ Official Development Assistance			2 259		**2 001**
Trust awards –					
Endowment scholarships	124	202	373		**463**
Prizes and general trusts	24	43	141		**142**
Scholarships	376	354	224		**123**
Total expenditure	**4 016**	**4 552**	**9 061**	**9 000**	**9 130**

• There was a 6.4% increase in total expenditure on scholarships in 2002.

• As indicated in Objective 1.11, a working party has been formed between the Recruitment and International teams to coordinate marketing, academic, and communications and development activities relating to strategic scholarships. Further discussions will be held on key recruitment strategies drawing on staff from appropriate sections as required.

• A review of doctoral scholarships has resulted in a decision to offer UC doctoral scholarships mid-year from 2003. It is envisaged that, in addition to domestic students, the mid-year scholarships round will also be attractive to overseas applicants. Approval has been given to trial a number of targeted scholarships beginning in 2003.

Objective 3.7

Lifelong learning

To have improved access to lifelong learning opportunities through the provision of innovative continuing education programmes and services.

	1999	2000	2001	2002 planned	2002 actual
Community education – Courses run	264	302	386	360	**368**
Study tours (inbound and outbound)					**11**
Enrolments	5 581	5 713	5 874	6 400	**5 324**
Professional Short Courses and Conferences:					
Courses and conferences run	49	71	97	110	**123**
Enrolments	1 368	2 745	3 285	3 000	**4 597**
Preparatory programmes –					
Courses run	36	62	75	90	**130**
Enrolments:					
New Start (number)	382	348	292	272	**209**
English Language Centre (number/EFTStudents)	301/71	422/100	425/101	600/200	**1 243/283**
Foundation Studies (number/EFTStudents)	0/0	0/0	104/25	200/47	**145/130**
Total Preparatory Enrolments	**683**	**770**	**821**	**1 072**	**1 597**
Teaching and Research: Taught degree courses and thesis supervision (EFTStudents)				6.5	10.0	**9.4**
Current staff research projects				5	6	**4**
Projects and new initiatives	0	0	3	3	**5**
Overall performance: Total courses and events run	349	435	558	560	**632**
Total enrolments	7 632	9 228	9 980	10 472	**11 518**
Total EFTStudents domestic				130	150	**162**
Total EFTStudents International				298	400	**385**
Customer satisfaction with courses					**-**

• Foundation Studies and the English Language Centre have been getting excellent academic results in their preparatory programmes. There has been a noticeable growth in the numbers of graduate students in the English Language Centre.

• Educational Travel has, in addition to its traditional in-bound and out-bound study tours, responded to the demand for customised study abroad programmes and is now working with universities in Europe, Asia and North America.

• Continuing Education has incorporated the Photography and New Start programmes into its offerings with the latter being re-focused as "Succeeding at Tertiary Study."

• The Professional Short Courses programme has continued to grow and has strong links with industry, servicing clients throughout the country through public and in-company training.

• The University's Summer programme is now a major activity with Continuing Education project managing the credit courses and reviewing its Leisure and Learn programme.

• A new development in 2002 has been the development of the International Training programme which, with the support of Trade NZ, has drawn three Universities and two CRI's into an Export Network.

4   Teaching and learning

The distinctive nature of teaching in a university is its interdependence with research in the development and communication of knowledge.

Goal

To have a standard of teaching and learning that befits an international research-led university.

	1999	2000	2001	2002 planned	2002 actual
Mean score on teaching surveys (scale 1-5, where 5=strong satisfaction)	3.9	4.0	4.0	4.0	3.9
Teaching Development Grants	0	11	12	12	5
Teaching Conference Awards	2	0	6	6	12
Teaching Awards (from 2001)	0	0	10	up to 12	10
Teaching Excellence Awards (1999)	1				
Teaching Medal	0	0	1	1	0

Objective 4.1

Teaching and learning enhancement

To have enhanced learning through the use of relevant teaching practices within a curriculum informed by research in the discipline.

- Recipients of Teaching Development Grants and Teaching Conference Awards make a report to the Committee. Winners of Teaching Awards have the opportunity to contribute to the publication UC Teaching. A colloquium on teaching is held annually to explore issues of teaching and develop discussion on teaching developments across campus. Such a colloquium was held during 2002. The University supports staff who wish to study for a Diploma or Certificate in Tertiary Teaching. During 2002 four staff were enrolled in the Diploma programme and one in the Certificate programme.

- Dr Tim Bell (Computer Science) was awarded a National Tertiary Teaching Award for Sustained Excellence in Teaching at a ceremony held in Wellington.

- A review is in progress on the availability of resources for thesis students.

- The revised course approval procedures (see Objective 3.1) includes an evaluation of all resource needs (staff; library; IT; teaching and technical assistance; space; etc) and resource availability for new programmes and courses.

Objective 4.2

Teaching resources

To have an adequate provision and integration of resources and infrastructure in support of teaching and learning.

5 Community relations

Goal

To have a reputation for excellent relations with the community and alumni, strong liaison with schools, pro-active educational outreach and professional links with industry and commerce, and effective dissemination of knowledge in support of the University's vision.

Objective 5.1

Communications and marketing

To have raised the profile of the University and increased awareness and regard for the University, through communications, events and marketing.

	1999	2000	2001	2002 planned	2002 actual
Newsroom website hits		190 000	269 000	160 000	**463 364**
Media log entries		470	753	600	**1 017**
News releases		70	73	200	**170**
Media pickups of releases (percentages)		80	84	80	**81**
Publications and their circulation:					
Chronicle		2 600	2 750	2 800	**2 750**
UC Research		2 000	2 000	2 000	**2 200**
UC Alumni		24 000	26 000	26 300	**26 335**
UC Diary		620	691	650	**770**

- External Relations was restructured as Communications and Development during 2002, picking up responsibility for Canterbury University Press and internal communications. An active effort was made to ensure staff were informed of developments prior to the restructuring.
- Circulations for all key publications were increased and media coverage expanded from 2001, particularly at a national level. Particular emphasis was placed on electronic dissemination of information and the Newsroom website was upgraded for easier access and navigation. Electronic versions of all key publications were posted on the website.
- Management of events such as public lectures and various launches became an increasingly significant part of the workload.

Objective 5.2

Alumni relations

To have a comprehensive programme of events, activities and communication that encourage alumni in New Zealand and overseas to maintain links with, support of, and advocacy for the University.

	1999	2000	2001	2002 planned	2002 actual
Alumni members	22 000	23 977	27 000	26 300	**26 335**
Alumni branches (active)	5	5	5	5	**5**
Participation in alumni programmes and functions	unknown	510	540	570	**915**
Alumni scholarship fund ($)	unknown	180 000	200 000	215 000	**231 000**
Memorabilia sales ($)	40 000	46 800	47 845	45 000	**45 000**

- The Alumni Association had a highly successful event programme during 2002, with nearly 1,000 people participating in alumni activities. There were particularly high turn-outs in Christchurch and Malaysia, where the official launch and first general meeting of the University of Canterbury Alumni in Malaysia (UCAM) association was held in October.
- There was also a noticeable increase in the Association's scholarship fund due to the increasing success of its various licensing agreements. This resulted in the two annual scholarship disbursements being raised from $2,200 to $3,500.

	1999	2000	2001	2002 planned	2002 actual
Donations ($)	178,692	179,281	219,204	300,000	**426,435**

- The University of Canterbury Foundation was officially launched on 24 September 2001. A high profile and enthusiastic Board of Trustees has been recruited and a 12 month strategic plan implemented.
- A legacy brochure has been developed and a legacy club launched. To date $1.3 million in bequests has been pledged.
- Regular articles in the *Chronicle* and *UC Alumni* have profiled the Foundation and development activities. Advertisements for the Foundation were placed in the Charity Gazette and the Law Journal.
- Consultation with departments on fundraising projects and initiatives has occurred.
- The Raiser's Edge alumni and development database has been updated and upgraded.

Objective 5.3

Fundraising

To have strong relationships with donors and supporters and to have increased and diversified the University's income through fundraising.

- The development of links with local government, industry and business, in support of the University's visions and goals, has been actively encouraged by both UC Council and management. In the course of the Charter and Profile pilot exercise, stakeholder consultation was undertaken with a number of agencies and organisations external to the University. During 2003 this process will continue. In anticipation of this the Acting Vice-Chancellor has set up active links with the City and the community. Further links with industry and commercial organisations are being developed.
- A Memorandum of Agreement has been signed with Industry New Zealand.
- Research links with Industry and Commerce are being co-ordinated by the Pro-Vice-Chancellor (International).

Objective 5.4

Good citizenship

To have active partnerships with local government, industry and businesses which are in support of the University's vision and goals.

	1999	2000	2001	2002 planned	2002 actual
Visits to schools	234	261	285	260	**249**
Campus tours	25	29	27	30	**61**
Participation in Careers Expos throughout New Zealand	19	23	23	24	**27**
Prospective and advancing student interviews on campus	1 000	1 060	1 080	1 100	**1 800**
Replies to requests for information from degree-brochure tear-offs	1 365	1 200	1 150	1 300	**1 281**

Objective 5.5

Liaison

To have enhanced the understanding of the University in the community, the recruitment of students, and the effective transition of prospective students into the University.

- In July 2002 the Liaison Office was restructured to report to the Director of Business and Finance. The restructuring was coordinated by the Marketing Manager, previously part of External Relations. The restructuring will enable greater coordination of recruitment activities with shared goals and messages for 2003 onwards with two significant planning days held in late 2002.
- The number of interviews for students has increased largely due to the large increase in numbers of international students. The Liaison Office also provides course advice to these students. To cope with increased demand, greater pressure is being placed on Faculty Administrators to advise advancing students to allow the Liaison Office to focus on new students.
- Staff turnover in 2002 affected the ability of the unit to meet the number of visits to schools required, as the unit was one staff member short for half of the year. A new Liaison Officer was appointed in July.
- In 2002 SEC approved the permanent appointment of a Pacific Island Liaison Officer, the permanent appointment of part-time regional advisers in Nelson and Timaru, and the appointment of a new Liaison Officer in 2003.

- The Liaison Office launched a new initiative in 2002 called Discovery Day, targeting Year 12 students prior to them making Year 13 course choices. Incredibly successful, it attracted over 400 students to campus in its first year. Students came from a number of local high schools and English Language Schools.

- The Unit is working closely with Canterbury Tertiary Alliance members to promote 'Destination Christchurch' through date coordination, joint promotions and presences at Expos.

- A pilot transitional workshop was held in Timaru in September in conjunction with the Pro-Vice-Chancellor (Academic).

- An inaugural Pacific Island Student Orientation was held in 2002, and was very successful. A two-day Maori Student Orientation was also held to assist students with their transition to University.

Objective 5.6

Publication

To have an effective publishing agent facilitating the dissemination of information and ideas in support of the University's vision and goals.

- Six new titles were published by Canterbury University Press during 2002: *Fendall's Legacy, The Protea Book, White Gold, Rhona Haszard, The Rise and Fall of the Southern Alps,* and *The Lost World of the Moa* (a total of 1496 pages). Two reprints were also published: *Deer* and *On Knowing*. Front and back list sales totaled 12,883 books with a turnover for the year of $273,755. Direct sales increased as a proportion of total sales, thanks to a number of direct marketing initiatives.

- Following the departure of the former Managing Editor at the end of 2001, Canterbury University Press was restructured within the University's Department of Communications and Development. Promotion and marketing was emphasized, with more than 50 reviews, author interviews and features appearing in media around the country.

6 International

Goal

To have a reputation internationally for the excellent quality of the University's international activities in research and teaching, recruitment activities, support for international students, and strong international culture.

Objective 6.1

International dimension

To have an international dimension in the research, curriculum, teaching, and campus culture at the University, underpinned by sound international policy and an efficient and responsive International office.

	1999	2000	2001	2002 planned	2002 actual
Academic staff commencing study leave		47	60	50	**49**
Visiting research scholars and fellows:					
Erskine		58	59	71	**72**
Canterbury		4	4	4	**2**
Centennial		1	-	-	**-**
Outward Erskine Fellowships		21	30	35	**24**
International student exchanges:					
Incoming students	21	24	40	30	**42**
Outgoing students	13	16	21	30	**24**

- International events held on campus: An International Festival was held on campus early in the first semester 2002. Events included a film festival, cultural performances, and international food stalls.

- International staff exchanges: In addition to incoming and outgoing Erskine visits there are approximately 90 staff exchange arrangements currently in place across the University, with a wide range of types and levels of activity.

- Ensure robust funding of the International Office and International Student services: International fees are set at a level that includes the full cost of the administrative, pastoral support and academic services that international students use while at the University. This provision guarantees among other things the adequate funding of these services.

- Improve the efficiency of processing of applications and enquiries by the International Office: The volume of applications for ad eundem entry more than doubled in the three months to November 2002, compared with the equivalent period in 2001. A third Admissions Officer was added to the International Office team in October, and procedures are being put in place to monitor the progress of applications for credit and postgraduate entry more closely than in the past. Feedback received indicates that the International Office performs well in these respects in comparison with other New Zealand universities.

- Develop training in cross-cultural learning for students and teaching staff: Events including seminars on communicating with students from PR China and teaching in a cross-cultural context have been run by ERAU, International Support and the International Office. A booklet for lecturers on Teaching Asian Students has been published by ERAU.

- Establish clear policy guidelines on particular issues as they arise: During 2002 a University-wide discussion has been conducted as part of policy development focusing on the following areas:

  Δ The ideal target proportion of international students to domestic students within the University student profile.

  Δ The ideal maximum proportion of the international intake from any one source country.

  Δ Managing the proportion of international students in particular faculties, and spreading the international intake more evenly across the campus.

  Δ The ideal proportion of Study Abroad (Certificate of Proficiency) students as against full degree students in the international intake.

  Δ Increasing the proportion of international students studying at postgraduate level.

  Δ Provision of support for academic, language and pastoral needs.

  Δ Assistance for academic staff in teaching in an increasingly multi-cultural environment.

- Other policy issues addressed during 2002 included: refinement of scholarships policy; exploration of initiatives to attract international postgraduate students; and response to Ministry of Education on the proposed Export Education levy.

	1999	2000	2001	2002 planned	2002 actual
International students (students from outside New Zealand)	477	574	799	1 000	1 115

Objective 6.2

International marketing and recruitment

To have an excellent marketing strategy and activity enhancing the recruitment of international students and the international character of the University.

- Develop and distribute accurate and attractive user-friendly marketing publications: Over the last three years the University has been developing a sophisticated and professional suite of international publications and marketing tools. Developments in 2002 included a new recruitment video and an update of the University CDROM. Several local language versions of the University's basic recruiting brochure were also produced. These publications have an integrated design that will soon also be reflected on the University's newly redeveloped international student Web site.

- Implement a marketing plan that includes active relationship building with education agents and other market contacts in New Zealand and overseas: The International Marketing plan includes both careful general analysis and detailed strategies for more than 20 individual countries or market areas. Particular strategies vary widely from country to country, but include links with high schools, formal and informal relationships with individual universities, relationships with education agents and companies, web and print advertising, and personal representation at fairs, seminars and other events. The University has display contracts with all TradeNZ posts worldwide, and is a member of the newly established TradeNZ supported Russian Education Export Network.

Objective 6.3

International student services

To have excellent international student support services and accommodation enhancing the University's reputation as an international university.

	1999	2000	2001	2002 planned	2002 actual
International Student Centre					
International students offered the service	477	574	799	1 000	**1 115**
Staff:					
International student advisers		1.5	1.83	2.5	**2.5**
Students to Advisers (ratio)		385	437	400	**440**
Percentage of time during the working week when an Adviser is available to students		70	80	95	**85**
NZODA Scholarships: Head count for the year		79	99	80	**77**
Fee income ($ 000)		1 310	1 600	1 400	**1 400**
Additional income ($ 000)		42.1	46.9	42.5	**42.5**
Enrolment Interviews				300	**300**
Failing student interviews				45	**45**
Orientations:					
New students Semester 1		100	140	200	**180**
New students Semester 2		40	80	100	**60**
Outings		6	5	6	**8**
Workshops: For staff dealing with international students		2	0	3	**3**
For students dealing with internationals		0	1	3	**3**
For students pre-arrival				7	**7**
Research – publications/presentations (internal and external)		1	4	4	**8**

- Ensure adequate funding, staffing and staff training for the International Student Centre: A further international advisor is to be appointed early in 2003 in order to assist with the growing variety, complexity and volume of pastoral issues among the rapidly increasing number of international students at the University. Staff training occurs largely through networking and conferences. All advisors are members of the New Zealand branch of ISANA, the Australasian body for international student pastoral care professionals. In 2002 all staff attended the New Zealand conference and two attended the Australian conference.

- Plan to ensure the University is able to provide or assist with locating accommodation for all international students who request it: The University's Ilam Village has been renamed to reflect more closely the character of that complex as a community. The University has continued to provide accommodation assistance to all international students who request it. With numbers continuing to grow capacity needs to be monitored annually. The appointment of an Accommodation Officer dedicated to international student accommodation is under consideration.

- Develop and extend the English language student skills programme for international students enrolled in degree programmes who have perceived needs in this area: The English Language and Study Skills programme was extended in 2002, and further development is planned for 2003. The resources of the programme are offered to New Zealand citizens and permanent residents as well as international students.

- Monitor the types and number of problems encountered by the International Student Centre and results of actions taken: This is taking place.

- Conduct regular research on general student experience and accommodation: A number of informal focus groups have been held during 2002 with students of particular nationalities.

- Monitor and improve response time for e-mail or hard mail enquiries from students: The volume of enquiries increased by 80% in the twelve months to November 2002. We continue to receive positive feedback about the quality and efficiency of the service we provide, and this is undoubtedly a factor in our increasing number of applications for entry.

7 Students

Goal

To be a university community that attracts and values students, that ensures equality of educational opportunity to those qualified to enrol, encourages and supports them in their progress through the University and fosters in them a sense of the University community.

	1999	2000	2001	2002 planned	2002 actual
Student enrolments:					
Writing and Study Skills programme (WASS)	765	1 180	1 233	1 220	**1 218**
English Language Support Programme (ELSP)	301	422	425	500	**561**
Assessed for language skills as academic course requirement		290	320	350	**900**

Objective 7.1

Study support

To have a range of effective study programmes, including individual assessment and tutoring, enabling students to acquire necessary skills that enhance and support their learning.

- The main programmes offered are the undergraduate WASS courses (9 in 2002), the ELSP courses (8 in 2002) for students with English as a second language, and individual tuition (1005 students seen in 2002). Staff have also taught writing skills in numerous academic departments. A greatly expanded area this year was the Academic Writing Assessment and Teaching programme, which tested 900 students and provided extensive tuition for those who failed. The New Start courses to prepare adults for tertiary education, and the Head Start course for adults nominated by Skills New Zealand, both continued, as did the Postgraduate Seminar Series. New initiatives were the study group scheme for first year Management students, 2 courses in writing for science, and 3 courses to provide additional training and support for first year mature students. In addition, staff gave many lectures and workshops to students at Orientation, in halls of residence and at the Maori Study Centre.

	1999	2000	2001	2002 planned	2002 actual
Percentage of students who are:					
European	79.3	78.5	76.7	72.5	**71.5**
Maori	5.0	5.1	5.1	6.0	**5.2**
Pacific Island	1.7	1.7	1.6	1.5	**1.1**
Other	18.5	18.7	20.3	20.0	**22.8***
Adjustment for multiple counting	-4.0	-4.0	-3.7		
Percentage of students who are:					
Male	52.1	50.0	50.6	50.0	**50.5**
Female	47.9	50.0	49.4	50.0	**49.5**
Percentage of students who self-identify at enrolment as having a disability	4.1	3.9	4.3	4.6	**3.7**
Percentage of students who are women:					
Undergraduate	48.1	48.8	49.4	50.0	**50.0**
Postgraduate	46.3	46.5	50.6	50.0	**50.0**

* "Other" includes 16.5% Asian

Objective 7.2

Equality of educational opportunity

To have policies which ensure equality of educational opportunity for all persons irrespective of age, gender, sexual orientation, ethnic background, religious or philosophical belief, physical condition or economic condition, and which encourage participation by any under-represented groups.

- The Equal Educational Opportunities Committee has an access programme operating in four low decile high schools in Christchurch. In addition, one Undergraduate Scholarship is available to each of these schools. These are currently under offer and will be taken up for the first time in 2003.

Objective 7.3

Students with disabilities

To have an increased number of students with disabilities enrolled at the University, to have increased the support for them, and to have improved their academic performance.

	2000	2001	2002 planned	2002 actual
Students who self-identify at enrolment as having a disability	459	499	520	**468**
Students registered with the Disability Support Services	224	263	300	**312**
Students receiving individual support	112	108	140	**115**
Students with special arrangements for examinations	130	133	140	**115**
Examinations for which special arrangements were required	442	484		**398**
Course enrolments:				
Enrolments	2 334	2 581	2 400	**2 375**
Completions	1 953	2 044	2 100	**1 902**
Withdrawals	381	537	300	**473**
Success rate (percentage)	84%	79%	85%	**80%**
Disability support staff employed (including the Students with Disabilities Co-ordinator)	105	121	115	**146**
Support hours provided	5 526	7 526	6 000	**7 964**

- The number of students who self-identify as "having a disability" at enrolment remains relatively constant but the number of students who register with the disability support service requiring supports continues to rise. In 2002 there was a greater number of students with more severe disabilities who required a more complex package of supports. There was a significant increase in the number of withdrawals in 2002. The withdrawal questionnaire sent to students each year is providing useful information on how improved course advice can be provided to students.

- Proposed activities to advance the objective include: (1) Continue to develop and extend the range of individual support to students; (2) Improve the availability of course advice to students; (3) Conduct further questionnaires to identify reasons for withdrawal from courses; (4) Extend contacts with schools and disability organisations to increase the awareness of the availability of disability support services at the University; and (5) Extend the orientation programme for students with disabilities at the beginning of each semester.

Objective 7.4

Māori and Pacific students

To have increased the retention and completion rates of Māori and Pacific students and to have increased enrolment in Māori and Pacific students in subject areas where they are under-represented.

	1999	2000	2001	2002 planned	2002 actual
Percentage of students who are:					
Māori	5.0	5.1	5.1	6.0	**5.2**
Pacific Island	1.7	1.7	1.6	1.5	**1.1**

- The resignation of the Māori Liaison Officer in October 2001 had an adverse impact on meeting the planned recruitment targets. A new Māori Liaison Officer was appointed in 2002.

- Retention strategies have included cultural support such as the inaugural Pacific Island Students Orientation programme in 2002, and a two-day Māori orientation and powhiri. An inaugural three day study skills programme for Māori students prior to enrolment was also successfully piloted. The Pacific Island Orientation was funded through the SSG initiatives.

- A Pacific Island Liaison Officer was appointed to support and advise Pacific students, half through SSG funding, half through University funding. This service has been heavily utilised by Pacific students both on and off campus. This position was fixed term, but will be a permanent appointment from 2003.

- Tutorial programmes were organised for both Māori and Pacific Students through SSG funding.

- Advice on scholarships has been distributed, with a new 'Brown Phone' set up by the Māori Liaison Officer and Te Akatoki Māori Students' Association to communicate opportunities for financial, social and academic support on campus.

- Three meritorious awards were created for Māori students seeking funding to participate in activities related to study (e.g., attending conferences or competitions overseas). The purpose of the awards was to ensure that the financial implications of taking these opportunities did not adversely affect a student's ability to continue study in the following years. The awards were funded through SSG.

- Computers were installed in Te Whare Akonga o Te Akatoki through SSG funding increasing the number from 2 to 8. These have been invaluable and well utilised.

- The University signed an agreement with Skill NZ to provide 8 places on the Tupulaga Le Lumana'i programme, for Pacific students studying Arts or Commerce in 2003. This includes cultural, academic and study skills support.

- The Māori and Pacific Island Liaison Officers have worked throughout the country at Expos, schools, marae, in community groups, churches, workshops and at meetings to encourage Māori and Pacific peoples to consider tertiary study.

- The University has established 2 pilot first-year, full-fees scholarships, to be awarded in 2003, to a Maori and Pacific Island student who demonstrate good bursary grades and a commitment to their culture or community.

- A pilot school outreach visit was conducted, bringing young Māori onto campus to meet Māori students working in a variety of fields and to hear about their experiences.

- Māori and Pacific Island Liaison Officers have worked with the EEdO committee to communicate with four key under-represented Christchurch schools and encourage students there to carry on with education at a tertiary level.

- Māori support groups were established in Commerce, Engineering, Science and Psychology.

Objective 7.5

University of Canterbury Students Association

To have assisted the University of Canterbury Students Association achieve its mission to be an autonomous student organisation dedicated to enhancing all aspects of student life at the University.

- The Student Association provided a range of activities to enhance the student experience at Canterbury University throughout the year including sporting, cultural and educational support.

- A student one-off building levy enabled upgrades to the UCSA building to be undertaken.

- The employment of a Post Graduate Coordinator enabled a number of activities for postgraduate students to be undertaken including: researchers presenting work, and a seminar series for Post Graduates (Publishing as you study, Writing Successful Grant Applications, Lecturing at Tertiary Level, Presenting at Conferences). A successful Forum for Post Grads was held in conjunction with the Student Services Department.

<table>
<tr><td rowspan="2">Objective 7.6</td><td></td><td>1999</td><td>2000</td><td>2001</td><td>2002
planned</td><td>2002
actual</td></tr>
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Objective 7.6		1999	2000	2001	2002 planned	2002 actual
Student accommodation	On-campus accommodation					
To have a range of on-campus and off-campus accommodation options that enable students to live in a safe, attractive, social and educational community.	Beds available in halls of residence	974	1 259	1259	1 259	**1259**
	Beds available in *Montana Flats	n/a	n/a	n/a	n/a	**n/a**
	Applications for hall accommodation processed					**1 694**

* Montana Flats, previously transit housing on Montana Avenue that has been converted to student accommodation.

- A new web-based database service (Flatmates Wanted and Flats & Houses Available) was initiated during 2002 in conjunction with Lincoln University and Christchurch Polytechnic (CPIT). This was done as part of the activities of the Canterbury Tertiary Alliance. Since the inception of the database in January 2002, 79 properties have been listed and 224 flatmates advertised for.
- The Montana Flats accommodation was not utilised in 2002 due to expected pressure from International Students not occurring.

Objective 7.7		1999	2000	2001	2002 planned	2002 actual
Student financial advice	Students interviews providing one-on-one budget advice and support		463	454	500	**828**
To have budget advice and support available to students, individually and in workshops, that enables them to continue their study at University.	Students attending budget advice workshops		-	85	120	**7**
	Students with families and mature students attending support groups		36	63	100	**40**
	Students having difficulties accessing Department of Work and Income assistance		10	25	35	**44**
	Students requiring additional financial assistance through the University Hardship Fund		170	250	300	**307**

- There has been a huge increase in one-on-one student interviews. This has resulted in additional work hours and the employment of an assistant on a casual contract. Because of the additional work load the proposed workshops did not achieve the expected numbers. There were two workshops at the beginning of the year during the academic orientation programme but these along with many of the other workshops offered, were poorly attended.
- Three newsletters were sent throughout the year to the 65 students on the "Support Network" database.
- While there has been a greater level of assistance from the Department of Work and Income (DWI) over the last few months of the year, the number of students requiring support when attending meetings at DWI has increased.
- Seven Equity Hardship Grants of $1000 were awarded to retain students from one year to the next.

	1999	2000	2001	2002 planned	2002 actual
Careers Advisory Service					
Individual career counselling sessions for students		950	743	600	**373**
Students attending drop-in sessions for brief one-to-one guidance		n/a	901	700	**1 385**
Seminars offered		43	666	60	**72**
Student attending seminars		1 074	1 225	1 200	**946**
Employers participating in the Graduate Recruitment Programme		102	152	110	**n/a**
Current vacancies for graduates		151	203	175	**n/a**
Employers recruiting through the Graduate Recruitment Programme and Vacancy Service		n/a	n/a	n/a	**220**
Job notifications added to Canterbury CareerHub		n/a	n/a	250	**263**
Evaluation of the Graduate Recruitment Programme by final year students registered on Canterbury CareerHub *	n/a	95	95	95	**90**
Evaluation of overall service by students registered on Canterbury CareerHub	n/a	98	95	95	**95**
Evaluation of the Graduate Recruitment Programme and Vacancy Service by employers*	n/a	100	95	95	**100**
* The figures represent the percentage of users who rated Careers Advisory Services from 3-5 on a 5-point scale where 5 = excellent					

Note: The introduction of Canterbury CareerHub has changed operations, systems and statistics. This has meant a change to a number of the indicators.

- The Careers Advisory Service has continued to offer a range of services to students (the difference between the 2000 and 2001 figures for individual and group work is due to the addition of a second Career Counsellor). Losing the full-time receptionist position when a staff member resigned, putting two cases to the SEC, and finally retaining a half-time position by the middle of the year had an impact on the work of the Service and a strain on remaining staff. The reduction in the number of individual appointments is a consequence of this. The abolition of the Dean's Lecture Series made it more difficult for Engineering students to attend Career Service seminars, resulting in a reduction of several hundred in those attending. The number and range of seminars has been increased, including ones specifically for first-year and post-graduates students.

- The introduction of Canterbury CareerHub, a web-based system, has changed systems and processes. It enabled a 24/7 service to be offered to students, and allowed for the distribution of an electronic weekly newsletter with vacancies and other career and employment-related information. As at the end of 2002, the number of students registered with UC CareerHub was 2,140.

- Job notification on Canterbury CareerHub may include more than one actual position, especially for Graduate Recruitment Programme employers.

Objective 7.8

Transition to work

To have effective systems, programmes and services supporting students and recent graduates in their transition to working life.

8 Staff

Goal

To be a university community that attracts and supports high-quality academic, technical and general staff, that ensures equality of employment opportunity to those appointed as staff, and that provides adequate opportunities for staff to reach their potential and to contribute effectively to the fulfilment of the University's vision.

Staff quality and profile

To have effective strategies that have resulted in the recruitment and retention of adequate numbers of staff of the highest calibre.

	1999	2000	2001	2002 planned	2002 actual
EFTStaff as reported up to 2000:					
Academic staff	599	595	617		
Technical and General staff	813	871	916		
Ratio EFTStudents/EFTAcademic Staff	19.6	18.8	18.6		
EFTStaff as will be reported from 2001: Teaching Staff -					
Continuing Academic			497.42	457	**492.8**
Fixed Term Academic			13.75	12	**26.8**
Other teaching /tutoring			105.83	102	**120.2**
Total Teaching Staff *			**617.00**	**571**	**639.8**
Ratio EFTStudents/EFTTeaching Staff			18.4		**18.3**
Other staff** –					
Technical and General – Continuing			819.54	753	**770.5**
Technical and General – Fixed Term			97.06	148	**134.1**
Total Other staff			**916.6**	**901**	**904.6****
* includes Postdoctoral Fellows,		44.0	54.0	45	**52.5**

** includes unspecified general staff (no MoE category), 'other teaching' (e.g. English language centre, Foundation Studies, etc), Research and Research Support. Does not include 'other teaching' MoE category of staff (Teaching Assistants, Tutors, English Language Centre teachers, clinical educators etc who show up instead in the "Teaching Staff – Other teaching/tutoring" section).

- Staffing numbers were planned to decrease during 2002. Such a decrease has occurred in some areas, but the decrease was more than off-set by the requirement to move other staff from fixed-term agreements to continuing positions. This requirement came about as a consequence of employment legislation.

- The University maintains a very strong commitment to equity in its recruitment and selection policies and procedures. Nevertheless a small number of staff in areas such as Computer Science and Information Technology, where the University faces recruitment and retention difficulties, continue to receive market payments.

- Policies on professional development and review, remuneration and flexible employment (including retirement options) have been developed and will be implemented following consultation with the staff unions.

- The Human Resource Manual has been up-dated continuously in hard copy and web formats.

- The UCPeople HRIS has become operational with Payroll. A leave module for general staff has been implemented and a training module is close to implementation. Planning and business process re-engineering have been undertaken in anticipation of an up-grade to a web-based version of the UCPeople system. This up-grade remains subject to finance being available.

- A comprehensive set of staffing profiles is now available and is presented as a regular monthly report to the Vice Chancellor's Office.

- Employee relations operates effectively as a function within a difficult industrial climate.

	1999	2000	2001	2002 planned	2002 actual
Educational Research and Advisory Unit:					
Courses	38	52	39	30	**31**
Enrolments	734	466	246	200	**284**
Organisational Development Section, Human Resources:					
Courses	151	144	131	100	**76***
Enrolments	1 303	1 135	1 198	1 400	**786***
Academic staff commencing study leave	55	47	60	50	**49**
Outward Erskine Fellowships	17	21	30	35	**24**

* Half-year (only staffed since June 2002)

- A Staff Development Committee has been established.
- As a result of staffing losses the ability of the Organisational Development section to meet its objectives was severely compromised in the first half of 2002. The second half of the year has seen very considerable training and development activity in a wide range of areas.
- A joint Council and Staff committee has ensured that the Erskine Fund has been well managed during a period of reductions in investment income. A bilateral agreement with Oxford University has been implemented and staff continue to enjoy the opportunity for study leave. Up to 10% of academic staff may be on such leave in any one year.

Objective 8.2

Staff career development

To have professional development processes that have enhanced staff capabilities and that are enabling staff to reach their potential.

	1999	2000	2001	2002 planned	2002 actual
Percentage of staff who are:					
European	94.5	94.8	85.5	75.0	**73.8**
Maori	1.8	1.6	2.0	2.8	**2.4**
Pacific island	0.4	0.4	0.6	1.4	**0.9**
Other	3.3	3.2	11.9	4.8	**9.4**
Not defined				16.0	**13.5**
Percentage of all staff who are:					
Male	54.4	53.6	51.1	52.0	**50.6**
Female	45.6	46.4	48.9	48.0	**49.4**
Percentage of staff who are women:					
Academic	22.1	23.1	29.2	30.0	**28.5**
Technical	16.7	17.2	16.8	17.0	**16.5**
General	69.3	69.8	69.5	60.0	**69.1**
Percentage of women staff on key committees:					
Council	30.0	30.0	30.0	30.0	**22.0**
Academic Board	17.8	20.0	20.0	25.0	**17.0**
Committees	33.3	35.0	32.0	40.0	**29.5**
Faculties and Board of Studies	22.0	25.0	25.5	30.0	**31.0**
Percentage of staff with disabilities	2.4	2.6	6.8	3.0	**6.3**

- During 2002 the Vice Chancellor's Office approved the establishment of an EEO Advisor/Coordinator position
- A committee known as the Equity and Diversity Advisory Group now operates

Objective 8.3

Management style

To have policies which ensure equality of employment opportunity for all persons irrespective of age, gender, sexual orientation, ethnic background, religious or philosophical belief, physical condition or economic condition, and which encourage participation by any under-represented groups.

Objective 8.4

Staff with disabilities

To have adequate facilities and support for staff with disabilities.

- The University's Health and Safety Manager operates a fund which can provide ergonomic furniture for particular problems. The standard issue office furniture now takes more account of the demands arising from the almost universal use of computers.

Objective 8.5

Health and Safety

To have a healthy and safe working environment which complies with legislation and with appropriate Accident Compensation Commission standards.

- Regular up-dates to the Health and Safety, and Emergency Plan have been issued. Civil Defence procedures have been evaluated, equipment updated and the Civil Defence team participated in the annual metropolitan simulation exercise.
- The ERMA standards are being addressed although the University is still awaiting a national Code of Conduct for Exempt Laboratories to be completed. The Director of the Health Centre has acted as the University's Biological Safety Officer.
- Audiometry tests were carried out by an Occupational Nurse. These are now contracted out and some other activities in that role have been taken over by the Health Centre. With an aging staff, the issue of whether or not a case is a consequence of work place hazards has become problematical.
- A decision on a Health and Safety MIS has not been made. An efficient manual system operates but a disastrous fire in a commercial storage warehouse destroyed a number of older files. Chemical databases and tracking software remain under investigation.
- The Health and Safety Committee operates within ACC protocols and the appropriate legislative requirements with regard to membership.

9   The Treaty of Waitangi

Goal

To be a university community that reflects the Treaty of Waitangi in its activities and operations.

Objective 9.1

Partnership within the University

To be reflecting the partnership principles of the Treaty of Waitangi within the University.

- The appointment of the Kaiarahi has not been achieved during 2002, but it is hoped that an appointment will be made early in 2003.
- The University's membership of Te Tapuae o Rehua, through the former Vice-Chancellor and Acting Vice-Chancellor, has ensured the co-ordination of tertiary educational Treaty matters, working with the other South Island institutions involved.
- The Acting Vice-Chancellor meets regularly with the Chief Executive Officer of Te Runanga 0 Ngai Tahu.
- Te Kaunihera Tikanga Rua has met on a quarterly basis and continues to discuss and advise the Council and the Vice-Chancellor on bicultural development.
- The new Māori Liaison Officer is settling into the role, and working in Recruitment and Marketing as well as with the retention of Māori students.
- The University has worked with the Te Akatoki group and design consultants to finalise the plans for the proposed Kohanga Reo (Total Immersion Centre) and has assisted in submitting an application for Ministry funding of the facility. A response is awaited.
- The annual celebration with Maori graduates was held in April 2002.
- Regular meetings have been held with Te Runanga o Nga Maata Waka during the year.

- Research projects and courses on Treaty issues have continued in the Māori , History and Political Science Departments in particular. Discussions are continuing with Ngai Tahu concerning research projects targeted to Ngai Tahu needs and Iwi consultation in regard to University research on New Zealand flora and fauna.

Objective 9.2

Research into Treaty issues

To have an enhanced quality of New Zealand citizenship through advanced knowledge - which has included consideration of the principles of the Treaty of Waitangi – giving insight into, and promoting a rigorous and informed analysis of, New Zealand history, cultures and society.

10   Support for research, scholarship, teaching and learning

Goal

To have high-quality, responsive and cost-effective services in support of research, teaching and learning.

- The concept of 'Service Level Agreements' has been put aside for review as part of the options for restructuring the University. The responsibility and reporting lines for University Service Departments was reviewed and altered during 2002. Human Resources report to the Director of Human Resources, the Research Office and the International Office to the PVC International, and Academic Administration to the PVC Academic. Key service departments of Finance, Facilities Management, Library, Information Technology, Student Services, Liaison and Recruitment, and Sports Science and Recreation Services have been brought together in one group reporting to the Director of Business and Finance. Work was also begun on developing performance review structures for that group, and a regular weekly meeting of the Directors and Managers of those key service departments has been instigated with the Director of Business and Finance.
- Regionally, the Canterbury Tertiary Alliance (CTA) has been established between the University of Canterbury, Lincoln University, Christchurch Polytechnic Institute of Technology, and Christchurch College of Education. Under the umbrella of the CTA, specific working parties have been set up to initiate shared services where possible and to look at academic articulation. Examples of success in the service area have been the development of a joint print service between the University and Christchurch College of Education, joint discussions between the four tertiary institutions on information technology issues and purchasing of IT hardware and software, the establishment of joint security services for the University and the Christchurch College of Education, the establishment of joint borrowing facilities between the four tertiary institution libraries in the CTA, work on coordinated marketing, and the current investigation of establishing joint finance and payroll systems.
- Nationally, the Information Technology Departments of the New Zealand universities have worked together to negotiate the new service agreement with Microsoft. There has also been significant work done in establishing joint purchasing within the university sector and in extending that to members of the CTA. This has included the purchasing of energy suppliers, and of particular note is work done to co-ordinate the provision of insurance services.

Objective 10.1

Support services

To provide services to maintain an adequate infrastructure to support research, teaching and learning in ways which are cost-effective, simple to access, delivered knowledgeably, efficiently and equitably, and flexible to change.

Objective 10.2

Library

To have a well-resourced Library which is proactive in facilitating research, scholarship, teaching and learning.

	1999	2000	2001	2002 planned	2002 actual*
Library holdings	1 498 741	1 539 500	1 562 413	1 599 500	**1 684 744**
Total holdings:EFTStudent	127.4	137.4	128.8	141.2	**148.9**
Volumes added per annum:EFTStudent	3.8	3.6	2.0	1.7	**2.2**
Total expenditure on collections ($ 000)	5 655	6 907	6 188	5 800	**5 750**
Information technology expenditure as a percentageof Library expenditure	2.5	3.3	4.5	3.1	**2.8**
Collection expenditure/EFTStudent ($)	480	616	549	512	**497**
Collection expenditure/EFTAcademic Staff ($)	9 437	11 593	10 991		**8 987**
Computer workstations for students	185	172	172	177	**172**
EFTStudents:Computer workstations	63.6	65.1	65.4	63.9	**67.20**
Hours of opening per week	79.5	79.5	79.5	77.5	**80**
Interloans received	8 621	9 511	9 118	9 450	**7 874**
Interloans supplied to other libraries	11 606	10 043	9 448	9 950	**9 503**
Searches on electronic databases	125 000	263 200	962 725	790 825	**989 500**
Information literacy tutorials	937	911	749	920	**639**
Attendance at information literacy tutorials	9 173	9 263	8 401	9 542	**8 259**
Help Desk enquiries	-	51 103	55 086	52 647	**49 067**

* Statistics provided for 2002 actual are for January to November 2002 only.

- The Library's Collection Development Plan was not reviewed during 2002 since there was no change promulgated in the current or anticipated research strengths of the University.
- The Library did produce a new Collections Formula for allocating funds to academic departments for the purchase of library materials (books and journals) and used this formula to make decisions on where the burden of the journal cancellation exercise should predominantly lie. The formula takes into account the numbers of undergraduates, postgraduates, and academic staff in each academic department as well as the average cost of books and journals in a subject area. There is no "research" factor because the university as a whole does not yet have such a factor that can be used. Research activity is reflected in the weightings (=4 and 10 respectively) given to the numbers of postgraduates and academic staff respectively, as opposed to undergraduates (=1). The formula will be reviewed when a University research factor has been developed that can be easily ascertained and applied.
- Individual subject librarians have been working with individual academic staff and specific classes. In some cases it has involved working closely with lecturers using WebCT methods of teaching.
- Similarly, work has been progressing through liaison with WASS to develop 'teaching and learning skills' packages where the Library staff and WASS staff teach different skills as appropriate. Further work is being pursued with on-line tutorials for 2003 and beyond.
- The Law Library staff offer information literacy skills programmes that are fully integrated with law subjects and, in one case, co-teach a Legal research and writing skills course with the Law Department staff.
- The ESOL Collection has been integrated into the Central Library and is steadily being added to.
- Information literacy courses for international students have been a major activity for the Library and the Information Literacy Librarian during 2002. The demand from Foundation Studies has been difficult to manage and meet.
- A major usability study of the Library's web pages was undertaken this year by the Web Librarian. The study involved detailed testing of students and users of the Library's web pages and was a major innovation for the Library. It has resulted in changes to the design and format and language used on the Library's web pages. Work on these changes will continue over summer 2002/2003.
- The core services of the Library have been clarified with the aim of assisting decisions on deployment of staff to essential and/or strategic areas. The Library's staff establishment reduced by 15FTEs from 2001 to 2002 and the Library responded by reorganising staff resources to maintain the services and, in some cases, extending the services in essential areas.

Indicators	1998	1999	2000	2001	2002
Public computer workstations	373	452	452	444	514
Ratio EFTStudent : public computer workstations	31.3	26.0	24.8	25.3	22.0
Student workstations (public and department)	1 266	1 413	1 473	1 703	2 193
Ratio EFTStudents : student computer workstations	9.2	8.3	7.6	6.6	5.2
Undergraduate student workstations (public and departmental)	1 079	1 239	1 277	1 489	1 509
Staff workstations		1 030		1 645	1 676

Objective 10.3

Information Technology

To have a proactive, co-ordinated and integrated information technology infrastructure and services enabling the University to carry out its research, teaching and administrative functions efficiently and effectively.

• Advisory Services:

Δ Expansion of public workstations was constrained in 2002 by financial and space pressures. However, a number of library workstations have been upgraded from dedicated library material access to general purpose workstations. Further expansion is limited and the focus now moves to their refurbishment.

Δ The increase in departmental workstation numbers reflects the increased dependency on access to computers for both teaching and research. The use of web-based teaching tools saw a dramatic increase in 2002.

Δ The Information Technology Department continues to develop plans for a more integrated campus information technology infrastructure.

• Customer Services:

Δ Relocation of Campus Computers to the ground floor of the IT Building, adjacent to the IT Helpdesk and the IT Workshop providing a one-stop-shop for these frontline services to the campus community. Some sharing of staff resources is taking place.

Δ Preferred suppliers of desktop computers to the University were identified and all departments are now purchasing IT equipment through Campus Computers, providing quality, supported and more standardised equipment on campus. This has been further augmented by bulk-purchasing schemes of computer equipment for the University and other CTA partners resulting in savings to the University, with equipment evaluations performed by the IT Workshop, selection, supply and sales organised by Campus Computers, and software installations performed by Helpdesk staff.

Increased utilisation of the Helpdesk 'Magic' Software and embracing IT Service Support best practice (ITIL) to further provide consistent, quality customer services. Records relating to customers' enquiries, calls for help, repairs, maintenance etc. are available in-house providing good turn around for the customer, all staff fully informed and areas of concern highlighted for action.

Δ Increased demand for data projector facilities was partially met by installations of permanent projectors in Engineering Block (E5, E7 and E9) and in the Science Block (S1 – S4). A further five mobile projectors with trolleys have been set up to augment these facilities for other lecture rooms.

Δ Service Level Agreements were established for the provision of IT and AV services to meet specific needs of departments such as the School of Music.

• Design and Print Services:

Δ Design and Print Services has successfully merged its operations with those of the Christchurch College of Education to provide a cost-effective service to both institutions.

Δ Marketing of the services provided by the division throughout the University has been improved.

Δ Work is progressing on the electronic handling and tracking of all print jobs.

• Information Services

Δ Through the use of OLAP Data Cubes, the university community has been able to access an increasing amount of information from UC Student, via a web interface. These cubes contain 10 years of aggregate data from the student system that allow staff to obtain university statistics and enrolment information and analyse yearly trends.

Δ A number of software modules have been developed that improve services for students. These include allowing students to pre-enrol over the Internet, and obtain a copy of their course change form using the web. This has reduced queuing time.

Δ A new cash receipting program for the Finance Department has been developed and deployed which interfaces with the UC Finance and UC Student MIS systems. We have developed interfaces from UC Student into the Ministry of Education's National Student Index database which will contain details of all New Zealand secondary and tertiary students.

• System Services:

Δ Migration of electronic e-mail services to a common platform and implementation of a campus-wide calendaring is in progress. At present 1,309 out of 1,820 staff (72%) have completed migration to Exchange. A further 210 are in progress, with 49 planning to be moved in the near future. The remaining staff should be migrated in Q1/ 2003.

Objective 10.4

Enhancement and maintenance of facilities

To have excellent, well-maintained and effectively managed University campuses, field stations, buildings, facilities and equipment supporting research, teaching, learning and administration.

• New Buildings/Refurbishments Completed 2001-2002: Psychology/Sociology/Geography.

• Maintenance Projects Completed: Zoology Aquarium; Chemistry Upgrade – Stage 3; School of Music – Partial refurbishment; Ilam Village Office Extension; Upgrade of Law Building plant controls; Modifications to Mass Communication and Journalism; University Dining Hall disabled access; Fit-out of 120 Hereford Street for Theatre and Film Studies; Research Office relocated and refurbished.

• Utilisation of Space: Internal pilot audits of teaching space were carried out of teaching space in three locations: Maths Computer Science Building, Sociology and Anthropology Department and the Commerce Building. Principles relating to the allocation of teaching space were developed.

• Development of a comprehensive framework for the identification evaluation and review of all capital expenditure in the University: The Capital Expenditure Framework document was developed and adopted in July 2001. Several projects received Council approval after submission in accordance with the new process and capital protocol.

• Develop a five year capital expenditure plan: The Facilities Advisory Committee endorsed a five year plan. The plan was developed in line with the University's financial recovery plan.

• Develop a capital programme that recognises the needs of research, teaching and learning: The Capital Plan is guided by the University's financial recovery plan and is prioritised by the Facilities Advisory Committee.

• Monitor the implementation of the capital programme to ensure the agreed programme is adhered to: Monthly reporting on business case projects has been adopted by the Facilities Advisory Committee.

• Develop and implement a deferred maintenance programme: A high-level deferred maintenance programme has been developed and funding allocated to reduce that liability. Pilot condition surveys have taken place in University Halls buildings as a pre-cursor to the development of an asset management plan.

• Improve the utilisation of teaching spaces: Pilot audits of teaching room utilisation have resulted in the transfer of more rooms from departments to centralised booking.

Objective 10.5

Environment for research, teaching and learning

To have developed and managed an environment for research, teaching and learning and for related social, cultural and community use that is informed and guided by the values and principles of environmental conservation and sustainability.

• Environmental Initiatives implemented: Establishment of Community Garden; Preparation of Draft 'Sustainable Environment Strategy' for consultation with University Community; Acceptance of phased implementation of University of Canterbury Transport Strategy.

	1999	2000	2001	2002 planned	2002 actual
Recreation activities:					
Aerobic and recreation classes	288	349	360	350	521
Student members of the Recreation Centre	4 700	4 989	5 215	5 000	5 162
Weekly average appointments for exercise programmes, fitness assessment, sport science programme:					
Community requests for sport science support				20	30	45
Student/staff requests for support				30	30	27

Objective 10.6

Sport science and recreation services

To have available for all students and staff a wide variety of fitness, sporting, recreation and educational opportunities.

- In addition to staff expertise in the areas of Anthropometry, Sports Psychology, Biomechanics, Exercise Physiology, and Physical Conditioning, three members of staff have also gained accreditation in an additional discipline (under the Sport Science New Zealand Accreditation programme). All staff passed annual quality checks.

- An extensive survey of Recreation class users was completed (N > 500). The focus was on the delivery of recreation classes. Important information regarding publicity options used in 2002 was also obtained.

- During 2002 more than 350 suggestions via the suggestion drop-box were received from users relating to aspects of programmes and services offered. Staff made changes where appropriate as a result.

	1999	2000	2001	2002 planned	2002 actual
EFT staff in Centre	13.2	13.2	13.2	13.2	13.2 incl Director
# enrolled students	12 191	11 632	11 648	12 657	12 084
Cost to UC ($)	400 823	507 920	580 871	322 808	303 819* incl capital exp
UC's cost per student ($)	33.4	43.0	48.9	60.0	24.0
Student Levy ($)	0	0	0	210, 000	212 816
Cost of levy per student ($)	0	0	0	17.77	17.77 **
#Consultations: Medical clinic	22 575	23 538	23 828	23 828	24 270
Phys/pod/diet	-	1 634	1 805	1 805	1 510
Counselling	1 876	2 153	1 966	1 966	2 006

Objective 10.7

Health services

To have excellent medical, counselling and related services for students and the wider community of the University, which enhances the identity and well-being of that community.

* Based on end-of-December operating statement

** Some students enrolled before levy collection set up, hence income less than enrolments x $17.77

- Staff FTE comprises: Medical (including Director) 4.45; Nursing 2.0; Administration 3.75; and Counselling 3.0. There are also visiting physiotherapy, podiatry and dietician services.

- Health Services offered include Medical, Counselling, Physiotherapy, Podiatry, Dietician. The UC staff Health Checks were put on hold during 2002 after loss of Occupational Health Nurse.

- Medical and related services are now available to UC staff.

- In terms of benchmarking, the levy to students for health and counselling at the University is lower than almost all other NZ universities.

• Extension roles: Training placements offered in 2002 included a University of Canterbury Social Work student, University of Otago final year dietician students and Christchurch Polytechnic nursing students. In addition to this, 27 seminars and talks were given on and off campus by staff.

• Staff quality assurance:

  Δ Counsellors attend regular professional supervision (including cultural supervision). Counsellors also attend relevant meetings/conferences. Some also engaged in attaining further qualifications. Weekly in-house peer supervision meetings took place.

  Δ Doctors are all Fellows of the Royal New Zealand College of General Practitioners and engaged in the Maintenance of Professional Standards (MOPS) programme.

  Δ Nurses engaged in MOPS programme.

  Δ Administrative staff attend relevant training courses and Office Manager completed the Certificate in Practice Management during 2002.

  Δ Fourteen in-house medical education peer group meetings were held.

11 Quality assurance

Goal

To be a university community that continually assures itself of the quality of its core activities and that improves performance in core activities where it is desirable to do so.

Objective 11.1

Planning and reporting

To have enhanced planning and reporting activities that are focussed on the support and enhancement of the University's core activities.

• The University participated in the T-TEC pilot Charter and Profile exercise during 2002 and submitted a trial Charter and Profile in mid-October. Initial feedback was received from the T-TEC Review Panel and this will be used as a basis for developing official versions of these documents in 2003. Extensive consultation with internal and external stakeholders fed into this pilot process.

• A Statement of Objectives for 2003-2005 was developed and submitted to TAMU by late November 2002. This was a more focused document than had been submitted in previous years and consisted of eight main strategic objectives.

• As part of the Statement of Objectives and pilot Charter and Profile exercises departments (academic and service) as well as University committees were asked to report on their activities and plans against a template of objectives drawn from the Government's Tertiary Education Strategy. As well as providing useful planning information this also served to raise awareness within the University community of the significance of the Government's changing funding framework.

• Academic departments and individual academic staff were also asked to report on their research activities and programmes in anticipation of the introduction of the Performance Based Research Fund (PBRF). This will form the basis of developing a University Research Strategy in 2003.

• An outline of a University planning schedule for 2003 was developed and presented to the Academic Board and Council in November 2002.

• A programme of reporting has been developed by the Educational Research and Advisory Unit (ERAU) which captures entrance qualifications of students, progress of students, pass rates, and qualifications completed by students.

- The University's programme of internal audit was hampered somewhat by the fact that there was no Quality Assurance Facilitator (QAF) in place for the first half of the year. An appointment was finally made mid-year (July) but much of the QAF's attention for the rest of the year was then focused on preparing the University's pilot Charter and Profile, the Statement of Objectives (2003-2005) and the Annual Report (2002).

- During 2002 two departmental reviews took place: Theatre and Film Studies and Education. Two departmental reviews that had been scheduled to take place in 2002 were rescheduled to 2003 at the request of the departments concerned (Linguistics and Journalism and Mass Communication and Journalism).

- Contact was maintained with the New Zealand Universities Academic Audit Unit through visits, personal contact, letters and email messages. Initial discussions were held relating to Canterbury's eventual involvement in Audit Cycle 3 (2005).
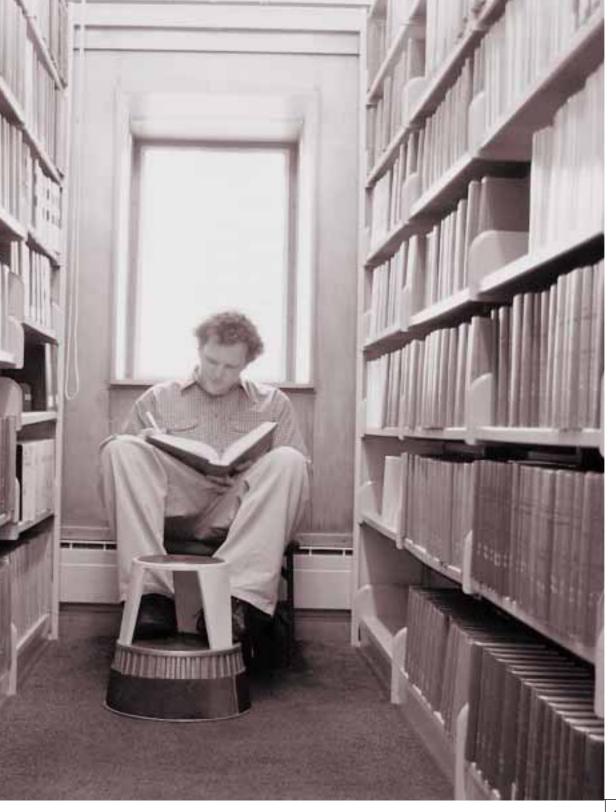
Objective 11.2

Quality audit

To have undertaken internal and external academic institutional and departmental audits effectively and conducted follow-up work to audits which has had the greatest effect in the enhancement of the core activities of the University.

University Annual Financial Statements

Statement of accounting policies

For the year ended December 31, 2002

The University of Canterbury Group consists of the University of Canterbury and its subsidiary, Canterprise Limited (100% owned). Both the Group and the University's financial results are disclosed.

These Financial Statements have been prepared in accordance with Section 41 of the Public Finance Act 1989 and Section 203 of the Education Act 1989.

Measurement base

The general policies adopted in the preparation of these financial statements are the measurement and reporting of financial performance and position on a historical cost basis adjusted by the revaluation of certain assets.

Accounting policies

The following are the particular accounting policies that have a material effect on the measurement of financial performance and the financial position:

Accounts Receivable

• Accounts receivable are recorded at expected realisable value.

• Where a debt is considered unrecoverable it is written off.

Employee Entitlements

• Provision is made in respect of the University's liability for annual leave, long service leave, retirement leave and study leave.

• Annual leave and long service leave are calculated on an actual entitlement basis at current rates of pay.

• Retirement leave has been recognised on an actuarial basis.

• Study leave for academic staff is accrued once it has been approved.

Consolidated Financial Statements

• The consolidated financial statements include the University of Canterbury and its subsidiary.

• The subsidiary is accounted for using the purchase method, which involves adding together corresponding assets, liabilities, revenue and expenses on a line-by-line basis.

• All significant inter-entity transactions are eliminated on consolidation.

Financial Instruments

• Income and expenditure relating to all financial instruments are recognised in the Statement of Financial Performance.

• All financial instruments are recognised in the Statement of Financial Position.

Fixed Assets and Depreciation

- Land has been valued at fair value by DTZ New Zealand Limited as at 31 December 2002. The valuation was undertaken by Chris C. Barraclough, BCom FNZPI.

- Buildings have been revalued at depreciated replacement cost as at 31 December 2002 on a component basis by DTZ New Zealand Limited. The valuation was undertaken by Chris C. Barraclough, BCom FNZPI. Chris C. Barraclough is a Registered Valuer and has experience in valuing buildings of a specialized nature such as the University. This valuation has been performed to meet the requirements of FRS 3 -Accounting for Property, Plant and Equipment and the valuation standard New Zealand Property Institute Valuation Standard 3 – Valuations for Financial Statements. The valuation has been prepared on a component basis recognising four major components:

- Structure

- Building Services

- Fittings and Fitout

- Furnishings (chattels)

- Equipment, including furniture and motor vehicles, was redefined and revalued in order to determine the 'deemed cost' in September 1992. The equipment is recorded at the 'deemed cost' less accumulated depreciation. The basis of valuation was current existing use as determined by Edward Rushton NZ Ltd in accordance with NZIV asset valuation standards. The University does not intend to pursue a revaluation policy in future years. Additions are recorded at cost less accumulated depreciation.

- The Library Current Collection is now valued on an historical cost. The Library Permanent Collection is valued on a fair value basis as at 31 December 2001 by DTZ New Zealand Limited. The valuation was undertaken by Basil J. Roberts, SNZPI. Donated books have been included in the library valuation at what the University considers to be fair value.

- Capital work-in-progress is valued on the basis of expenditure incurred and certified gross Progress Claim Certificates up to balance date. Work-in-progress is not depreciated.

- Additions to all assets subsequent to the date of valuation are recorded at cost.

- Depreciation has been provided on a straight-line basis after allowing for irreducible minimums at the following rates:
    - Building Components
        - Structure   1.25%
        - Building Services   2.5%
        - Fittings and Fitout   4%
        - Furnishings (chattels)   5%

    - Computer equipment at cost   33.33%
    - Software and computer development   10% to 20%
    - Furniture and Equipment at cost   10% to 20%
    - Motor Vehicles at cost & valuation   20%

  Irreducible minimums have been applied to the following assets:
    - Building Components
        - Structure   40%
        - Fitout and Fittings   30%

- The Library Current Collection has been depreciated at 6% or 15% on a diminishing value basis. The Library Permanently Retained Collection is not depreciated.

- Depreciation on all equipment and furniture stated at valuation has been calculated using estimated remaining useful life.

Foreign Currencies

- Foreign currency transactions throughout the year have been translated to New Zealand currency at the ruling rates of exchange at date of payment.
- Realised exchange gains or losses are accounted for in the Statement of Financial Performance.

Goods and Services Tax

All amounts are stated net of the Goods and Services Tax with the exception of Accounts Receivable and Accounts Payable.

Income

- The government grant is recognised as income on entitlement.
- Research grants are recognised as income when the money is received, or entitlement to receive money is established, except where fulfilment of any restrictions attached to such money is not probable.

Investments

- Fixed interest investments are stated at face value adjusted for discount or premium on purchase, and the discount or premium is amortised over the life of the investment.
- All other investments are stated at cost.
- Foreign investments have been translated to New Zealand currency at the ruling rates of exchange at balance date.

Inventories

- Inventories are valued at the lower of cost and net realisable value. Cost is determined on a weighted average basis.

Leases

- Operating lease payments, where the lessor effectively retains substantially all the risks and benefits of ownership of the leased items, are included in the determination of the operating result in equal instalments over the lease term.

Taxation

- Universities are exempt from the payment of income tax as they are not for profit organisations. Accordingly there is no provision for income tax.

Changes in accounting policies

Library

The Library Permanent Collection was previously revalued by DTZ Darroch Ltd on an annual basis. This has changed to a three yearly cycle as at 31 December 2002.

Statement of financial performance

For year ended 31 December, 2002

	Notes	Dec-01 University & Group (in $000's)	Dec-02 University Budget (in $000's)	Dec-02 University Actuals (in $000's)	Dec-02 University & Group (in $000's)
OPERATING INCOME					
Government Grant		73,925	77,802	76,044	76,044
Student Tuition Fees					
Student Tuition Fees Domestic		33,697	33,165	32,768	32,768
Student Tuition Fees International		8,086	14,552	13,232	13,232
Total Student Tuition Fees		41,783	47,717	46,000	46,000
Other Income					
Other Student Related Fees		5,402	7,667	7,873	7,873
Student Accommodation		4,186	5,636	4,648	4,648
Research Income		9,939	10,257	10,509	10,509
Interest Income		558	370	956	977
Other Income	1	13,309	8,486	11,949	12,621
Total Other Income		33,394	32,416	35,935	36,628
TOTAL OPERATING INCOME		**149,102**	**157,935**	**157,979**	**158,672**
OPERATING EXPENDITURE					
Personnel Expenses	2	97,338	94,651	95,979	96,344
Site & Property Costs	3	5,979	5,314	5,854	5,882
General / Operating Expenditure	4	31,989	38,592	36,425	36,569
Depreciation	5b	18,082	18,620	18,420	18,427
TOTAL OPERATING EXPENDITURE		153,388	157,177	156,678	157,222
NET SURPLUS / (DEFICIT)	8	**(4,286)**	**758**	**1,301**	**1,450**

The accompanying policies and notes form an integral part of these financial statements.

Statement of movements in equity

For year ended 31 December, 2002

	Notes	Dec-01 University & Group (in $000's)	Dec-02 University Budget (in $000's)	Dec-02 University Actuals (in $000's)	Dec-02 University & Group (in $000's)
Balance as at 1 January		433,485	427,123	326,015	325,583
Net Surplus / (Deficit		(4,286)	758	1,301	1,450
Movements in revaluation reserves relating to asset valuations	6	(91,747)	(101,103)	21,260	21,260
Net asset change ex lease arrangement		0	0	(7,682)	(7,682)
Adjustment to asset valuations in excess of reserves		(19,783)	0	0	0
Transfer of disestablished library reserve to equity		7,914	0	0	0
Capital Adjustments		0	0	4,924	4,924
Total Recognised Income and Expenditure for the year		(107,902)	(100,345)	19,803	19,952
Balance as at 31 December		**325,583**	**326,778**	**345,818**	**345,535**

The accompanying policies and notes form an integral part of these financial statements.

Statement of financial position

As at 31 December, 2002

	Notes	Dec-01 University & Group (in $000's)	Dec-02 University Budget (in $000's)	Dec-02 University Actuals (in $000's)	Dec-02 University & Group (in $000's)
CURRENT ASSETS					
Cash & Bank	7	1,861	510	1,296	1,950
Short Term Investments	7	930	2,000	0	1
Receivables	7	2,727	1,950	2,702	2,799
Prepayments	7	4,316	4,000	4,334	4,334
Inventories		1,542	1,600	1,637	1,637
Total Current Assets		11,376	10,060	9,969	10,721
LESS CURRENT LIABILITIES					
Funds Received in Advance	7	3,272	3,300	4,217	4,217
Accounts Payable	7	12,103	13,374	12,071	12,319
Loans Repayable Within 1 Year	9	9,258	3,446	602	602
Current Provisions - Employee Entitlements		3,223	3,195	3,698	3,740
Total Current Liabilities		27,856	23,315	20,588	20,878
WORKING CAPITAL		(16,480)	(13,255)	(10,619)	(10,157)
NON CURRENT ASSETS					
Land	5a	39,340	39,340	33,952	33,952
Buildings	5a	235,532	245,341	289,306	289,306
Plant & Equipment	5a	35,952	31,302	32,888	32,893
Library	5a	49,130	51,494	51,834	51,834
Capital Work-In-Progress	5a	15,716	4,958	5,190	5,190
Investments in Canterprise Ltd	10	0	750	750	0
Total Non Current Assets		375,670	373,185	413,920	413,175
NON CURRENT LIABILITIES					
Loans & Leases	9	17,799	17,344	41,792	41,792
Term Provisions - Employee Entitlements		15,808	15,808	15,691	15,691
Total Non Current Liabilities		33,607	33,152	57,483	57,483
TOTAL NET ASSETS		**325,583**	**326,778**	**345,818**	**345,535**
REPRESENTED BY :					
Community Equity		283,512	284,707	282,487	282,204
Revaluation Reserves	6	42,071	42,071	63,331	63,331
TOTAL COMMUNITY EQUITY		**325,583**	**326,778**	**345,818**	**345,535**

The accompanying policies and notes form an integral part of these financial statements.

Statement of cash flows

For year ended 31 December, 2002

	Notes	Dec-01 University & Group (in $000's)	Dec-02 University Budget (in $000's)	Dec-02 University Actuals (in $000's)	Dec-02 University & Group (in $000's)
OPERATING ACTIVITIES					
Cash provided from:					
Government Grant		73,925	77,802	76,044	76,044
Tuition Fees		44,113	50,917	46,883	46,883
Other Income		23,839	30,309	29,763	30,341
Agency Funds		6,714	0	7,022	7,022
Interest Received		558	370	956	975
Rental Income		4,186	5,636	4,648	4,648
		153,335	165,034	165,316	165,913
Cash applied to:					
Personnel Expenses		96,888	94,900	96,274	96,516
Site & Property Expenses		5,951	5,314	5,854	5,854
General / Operating Expenses		28,214	35,531	35,238	35,238
Agency Funds		6,714	0	7,022	7,022
Interest Paid		60	834	840	840
Net GST Movement		519	1,000	586	590
		138,346	137,579	145,814	146,060
Net cash provided by Operating Activities	8	**14,989**	**27,455**	**19,502**	**19,853**
INVESTING ACTIVITIES					
Cash provided from:					
Proceeds of disposal:					
Fixed Assets		270	0	153	153
		270	0	153	153
Cash applied to:					
Capital Expenditure		29,144	13,689	17,102	17,105
Purchase of Investments (net)		0	0	0	0
Miscellaneous		0	0	0	0
		29,144	13,689	17,102	17,105
Net cash used in Investing Activities		**(28,874)**	**(13,689)**	**(16,949)**	**(16,952)**

Statement of cash flows continued:

For year ended 31 December, 2002

	Notes	Dec-01 University & Group (in $000's)	Dec-02 University Budget (in $000's)	Dec-02 University Actuals (in $000's)	Dec-02 University & Group (in $000's)
FINANCING ACTIVITIES					
Cash provided from:					
Loans		12,000	0	0	0
Capital Contributions		0	0	4,959	4,959
		12,000	0	4,959	4,959
Net cash provided by Financing Activities		**12,000**	**0**	**4,959**	**4,959**
Net increase (decrease) in cash held		(1,885)	13,766	7,512	7,860
Cash on hand at beginning of period		(4,024)	(14,256)	(6,216)	(5,909)
Cash on hand at end of period	**7 & 9**	(5,909)	(490)	1,296	1,951
Represented by :					
Cash and Short Term Deposits		2,791	2,510	1,296	1,951
Working Capital Facility		(8,700)	(3,000)	0	0
		(5,909)	(490)	1,296	1,951

The accompanying policies and notes form an integral part of these financial statements.

Statement of commitments

As at 31 December 2002

Expenditure committed in: **Capital Commitments**	**Full Year 2002** **(in $000's)**	**2003** **(in $000's)**
Chemistry	40	1,034
English Language (Creyke)	4	-
Psychology Building Addition	1,203	120
SALT	413	444
Science Precinct Cooling	-	1,208
Other Projects (<$100k)	119	320
Total	**1,779**	**3,126**

It is expected that these commitments will have been discharged in full by the following year.

Capital commitments listed above represent contractual commitments and estimated project completion costs.

Operating Commitments

The University has operating lease commitments on the lease of printing and photocopier equipment from various companies. $2,702,307 is committed over the next 5 years (2001: $776,051).

Notes to the financial accounts

For period ended 31 December 2002

	Dec-01 University & Group (in $000's)	Dec-02 University Budget (in $000's)	Dec-02 University Actuals (in $000's)	Dec-02 University & Group (in $000's)
1 Other Income				
Donations/Bequests/Koha	3,564	146	426	426
Rentals	1,456	1,143	1,500	1,500
External Sales	3,811	3,904	4,190	4,190
Sundry Income	4,478	3,293	5,833	6,505
TOTAL SUNDRY INCOME	13,309	8,486	11,949	12,621
2a Personnel Expenses				
Teaching Personnel	46,292	48,473	47,966	47,966
Non Teaching Personnel	40,183	38,381	40,071	40,436
Total Direct Personnel Costs	86,475	86,854	88,037	88,402
Superannuation	4,041	3,803	3,669	3,669
Accident Compensation (ACC)	399	455	562	562
Other Salary Related Expenditure	6,423	3,539	3,711	3,711
Total Other Personnel Expenses	10,863	7,797	7,942	7,942
TOTAL PERSONNEL EXPENSES	97,338	94,651	95,979	96,344

2b Full Time Equivalent Staff by Salary Band

Salary Band (in 000,s)	2001 FTE	2002 FTE
240-260	1.0	1.0
::		
120-140	4.0	5.0
100-120	15.0	22.1
80-100	133.0	193.7
60-80	351.9	339.7
40-60	513.4	492.5
20-40	428.6	462.7
0-20	86.7	27.7
TOTAL FTE	**1,533.6**	**1,544.4**

3 Site & Property Costs	Dec-01	Dec-02 Budget	Dec-02 Actuals	Dec-02 & Group
Repairs & Maintenance to Property/Facilities	2,753	1,766	2,226	2,254
Electricity, Coal, Gas	2,002	2,358	2,227	2,227
Resources	630	594	626	626
Other Site and Property Costs	594	596	775	775
TOTAL SITE & PROPERTY COSTS	5,979	5,314	5,854	5,882

	Dec-01 University & Group (in $000's)	Dec-02 University Budget (in $000's)	Dec-02 University Actuals (in $000's)	Dec-02 University & Group (in $000's)
4 General / Operating Expenditure				
Academic Expenses	366	397	379	379
Advertising	1,198	990	948	948
Auditors Remuneration-Financial Audit	83	134	80	85
Auditors Remuneration- Other Services	22	0	55	55
Bad Debts Written Off	48	3	27	27
Consultancy/Contractors	2,372	3,470	4,206	4,206
Direct Academic Costs	3,363	4,247	4,171	4,171
Interest Paid	113	834	840	840
Office Equipment	2,901	2,480	3,156	3,158
Photocopying, Postage, Printing and Stationery	4,210	4,492	4,291	4,291
Provision for Doubtful Debts Adjustment	(50)	0	0	0
Rental on Operating Leases	416	1,067	766	775
Scholarships & Prizes	4,958	6,118	4,967	4,967
Travel & Conference Costs	3,590	4,171	4,687	4,694
Other General/Operating Costs	8,399	10,189	7,852	7,973
TOTAL GENERAL / OPERATING COSTS	31,989	38,592	36,425	36,569

	Dec-01 NET BOOK VALUE (in $000's)	Dec-02 COST/VALN (in $000's)	ACCUM DEPN (in $000's)	Dec-02 NET BOOK VALUE (in $000's)
5a Non Current Assets Excluding Investments				
UNIVERSITY				
As at 3I December				
Land at Valuation	39,340	33,952	0	33,952
Buildings at Cost	4,011	17,487	(565)	16,922
Buildings at Valuation	231,521	272,384	0	272,384
Plant & Equipment at Cost	35,944	102,951	(70,063)	32,888
Library Collection at Cost	42,013	70,049	(25,332)	44,717
Library Collection at Valuation	7,117	7,117	0	7,117
Work-In-Progress at Cost	15,716	5,190	0	5,190
TOTAL NON-CURRENT ASSETS excluding Investments	375,662	509,130	(95,960)	413,170
UNIVERSITY AND GROUP				
As at 31 December				
Land at Valuation	39,340	33,952	0	33,952
Buildings at Cost	4,011	17,487	(565)	16,922
Buildings at Valuation	231,521	272,384	0	272,384
Plant & Equipment at Cost	35,952	102,995	(70,102)	32,893
Library Collection at Cost	42,013	70,049	(25,332)	44,717
Library Collection at Valuation	7,117	7,117	0	7,117
Work-In-Progress at Cost	15,716	5,190	0	5,190
TOTAL NON-CURRENT ASSETS excluding Investments	375,670	509,174	(95,999)	413,175

	Dec-01 University & Group (in $000's)	Dec-02 University Budget (in $000's)	Dec-02 University Actuals (in $000's)	Dec-02 University & Group (in $000's)
5b Depreciation				
Asset Category				
Buildings	5,652	5,940	5,771	5,771
Equipment	9,000	9,172	8,836	8,843
Library (Current Collection)	3,430	3,508	3,812	3,812
	18,082	18,620	18,420	18,427

	Dec-01 University & Group (in $000's)	Dec-02 University Budget (in $000's)	Dec-02 University Actuals (in $000's)	Dec-02 University & Group (in $000's)
6 Revaluation Reserves				
Balance as at 1 January	133,818	42,071	42,071	42,071
Revaluation	(91,747)	0	21,260	21,260
Balance as at 31 December	42,071	42,071	63,331	63,331
Being :				
Buildings	0	0	26,609	26,609
Plant & Equipment	8,357	8,357	8,396	8,396
Land	26,597	26,597	21,209	21,209
Library	7,117	7,117	7,117	7,117
Total	42,071	42,071	63,331	63,331

7 Financial Instruments

Financial instruments in the form of fixed interest investments are subject to the risk that market values may change subsequent to their acquisition.

Fair Values

The estimated fair values of the University's financial instruments are as follows:

	DEC-01 Carrying Amount (in $000's)	DEC-01 Fair Value (in $000's)	DEC-02 Carrying Amount (in $000's)	DEC-02 Fair Value (in $000's)
Accounts Receivable and Prepayments	7,013	7,013	7,036	7,036
Bank and Short Term Deposits	2,484	2,484	1,296	1,296
Accounts Payable and Funds Received in Advance	15,376	15,376	16,288	16,288

The estimated fair values of the Group's financial instruments at 31 December 2001 and December 2002 are as follows:

	DEC-01 Carrying Amount (in $000's)	DEC-01 Fair Value (in $000's)	DEC-02 Carrying Amount (in $000's)	DEC-02 Fair Value (in $000's)
Accounts Receivable and Prepayments	7,043	7,043	7,133	7,133
Bank and Short Term Deposits	2,791	2,791	1,951	1,951
Accounts Payable and Funds Received in Advance	15,375	15,375	16,536	16,536

The following methods and assumptions were used to estimate the fair value of each class of financial instrument:

Accounts Receivable, Bank, Short Term Deposits, Accounts Payable, & Bank Overdraft

The carrying amounts of these balances are equivalent to their fair value.

Concentration of Credit Risk

Financial instruments which subject the University potentially to concentrations of credit risk consist principally of cash and short-term investments, accounts receivable, and fixed interest investments.

Cash and short-term investments are placed with high-credit-quality financial institutions and the amount of credit exposure to any one financial institution is limited. Concentrations of credit risk with respect to accounts receivable are limited due to the large number of debtors.

8   Reconciliation of Net Surplus with Net Cash From Operating Activities

	Dec-01 University & Group (in $000's)	Dec-02 University Budget (in $000's)	Dec-02 University Actuals (in $000's)	Dec-02 University & Group (in $000's)
OPERATING ACTIVITIES				
Net Surplus/Deficit	(4,286)	758	1,301	1,450
Add (less) non-cash items:				
Depreciation	18,082	18,620	18,420	18,427
Donated Assets	(417)	0	(197)	(197)
Foreign Exchange Unrealised (Gains)/Losses	(8)	0	130	130
NZTET1 Lease Revenue	(333)	0	(333)	(333)
Amortised Research Revenue	0	0	(224)	(224)
Add (less) movements in other working capital items:				
Accounts Payable	3,670	5,618	1,917	1,597
Accounts Receivable	(2,248)	(221)	(23)	472
Inventories	(22)	(41)	(95)	(95)
Miscellaneous adjustments	(8)	0	(43)	(43)
Other:				
Net GST	(519)	(1,000)	(586)	(566)
Movement in Employee Entitlements (Non Current)	303	(280)	(117)	(117)
Movement in Library Prepayments	775	4,000	(648)	(648)
NET CASH PROVIDED BY OPERATING ACTIVITIES	**14,989**	**27,454**	**19,502**	**19,853**

9   Loans Payable in One Year

Loans payable within one year includes the current portion of NZTET1 lease prepayment received ($334k) , and any current portion of research monies received in advance ($112k).

Loans payable within one year also includes a working capital facility of $0.00 (2001: $8,700)

	Dec-01 University & Group (in $000's)	Dec-02 University Budget (in $000's)	Dec-02 University Actuals (in $000's)	Dec-02 University & Group (in $000's)
Opening Balance	4,700	26,539	8,700	8,700
Repayments	(38,050)	(23,539)	(8,700)	(8,700)
Loans Raised	42,050	0	0	0
Closing Balance	**8,700**	**3,000**	**0**	**0**

The University restructured its loan facilities in 2001. The University has a working capital multi option facility on a seasonal basis for up to $30m and a committed cash advance, fixed rate facility for up to $15m.

The committed cash facility has a maturity date of 17 December 2004 and is fixed at an interest rate of 6.7%.

10   Canterprise Limited

Canterprise Limited is registered under the Companies Act 1993 and is a wholly owned subsidiary of the University of Canterbury.

Canterprise Limited is the commercial arm of the University and manages commercial activities relating to the sale of research, services and technology to external clients.

11   Councillor's Honoraria and Other Benefits

Honoraria and other benefits paid to members of University Council to December 2002 (Full Year 2001: $63,055) are as follows:

Council Member	Honoraria (in $'s)	Other Benefits (in $'s)
Dr SN Bagshaw	0	0
Dr CJ Burrows	4,000	0
Prof J Chetwynd	4,000	0
His Honour Judge SG Erber	0	0
Mr J Gilbert	4,000	0
Dame Phyllis Guthardt	19,500	0
Dr WR Holmes	4,000	0
Dr BR Mann	10,980	0
Mr CD McInnes	9,245	0
Mr RG Neal	4,000	0
Ms DR Shand	4,000	0
Mr JC Simpson	6,000	0
Sir Angus Tait	4,200	0
	73,925	0

No honoraria were paid to staff representatives on Council or its committees.

Sir A Tait declined remuneration as a Councillor, the $4,200 relates to fees as a Director of Canterprise Limited.

Mr C D McInnes' $9,245 includes $3,500 which he received as fees as a Director of Canterprise Limited.

12   Reconciliation of Approved Budget to Revised Budget

In May 2002, the budget was revised from the approved budget to adjust for changed EFTS numbers and other movements.

Changes affecting the surplus were:	(in $000's)
Surplus per Approved Budget 2002:	247
Increase in Tuition Fees (International)	1,989
Reduction in Revenue (drop in domestic EFTS)	(2,114)
Increase in depreciation to reflect revaluation of assets	(1,489)
Adjustment to repositioning costs	1,659
Adjustment to bottom line target for Continuing Education	553
Expected rates refund relating to prior periods	400
Adjustment to Education overhead contribution	200
Recalculation of interest expense	(359)
Additional departmental expenditure	(331)
Miscellaneous adjustments	3
Net Budget Surplus reported in Financial Statements	758

13   Related Party Transactions

	Dec-01 (in $000's)	Dec-02 (in $000's)
During the financial period to 31 December Canterprise Ltd had the following inter-group transactions:		
Share Capital contributed by the University of Canterbury	100	0
Agency Sales collected from University of Canterbury	64	103
Agency Payments to University of Canterbury (net of commission paid to Canterprise)	2,411	3,106
Suppliers Costs paid to University of Canterbury	38	46
Receivable from University of Canterbury	30	16
Agency Creditors to University of Canterbury	567	658

During the year, Canterprise Limited facilitated the purchase of research services from Land and Water Studies (International) Limited, a company which is owned and directed by Professor R W Kirk, a Canterprise director. These services cost $48,972 (2001- $77,013) excluding GST and were supplied on normal commercial terms.

During the year the University purchased $29,161 (2001: $5,951) of goods and services from Tait Communications and $78.70 of goods and services from Tait Electronics. Council member Sir Angus Tait is the Managing Director of Tait Communications and Tait Electronics. These goods and services were supplied on normal commercial terms.

During the year the University purchased $1,800 of goods and services from Jade Direct NZ Limited. Council Member Mr John Simpson is a Director of Aoraki Corporation Limited. These goods and services were supplied on normal commercial terms.

During the year the University made contributions totalling $49,500 excluding GST to Te Tapauae. Professor R W Kirk - Acting Vice Chancellor of the University of Canterbury is a Director of Te Tapauae.

Trust Annual Financial Statements

Statement of Accounting Policies

The University administers these funds as trustee and is bound by the requirements of the individual trusts. The funds are not available for general university operating expenditure and for this reason are accounted for separately.

These Financial Statements have been prepared in accordance with Section 41 of the Public Finance Act 1989.

GENERAL ACCOUNTING POLICIES

The general policies adopted in the preparation of these financial statements are the measurement and reporting of financial performance and position on a historical cost basis adjusted by the revaluation of certain assets.

PARTICULAR ACCOUNTING POLICIES

The following are the particular accounting policies which have a material effect on the measurement of financial performance and the financial position:-

ACCOUNTS RECEIVABLE

- accounts receivable are recorded at expected realisable value;
- where a debt is considered unrecoverable it is written off.

FINANCIAL INSTRUMENTS

Income and expenditure relating to all financial instruments are recognised in the Statement of Financial Performance. All financial instruments are recognised in the Statement of Financial Position.

FIXED ASSETS AND DEPRECIATION

- the value of the interest in the Endowment Lands is limited to the value of the "Land exclusive of Improvements"(LEI) and is stated at net current value as determined by Valuation New Zealand in accordance with NZIV asset valuation standards in 1996 & 1997. The Endowment Lands are disclosed at a 31 December 2000 valuation.
- equipment is stated at cost less accumulated depreciation.
- the Macmillan Brown Library is regarded as a permanent collection. It is revalued periodically by the University's Librarian (latest revaluation - 1996). Additions since revaluation are capitalised at cost.
- depreciation has been provided on a straight-line basis at the following rates:

Buildings - concrete	1.00%
Buildings - wooden	2.00%
Computer equipment at cost	33.33%
Furniture and Equipment at cost	10% to 20%
Library	Not depreciated
Permanently Retained	Not depreciated

Depreciation on all equipment and furniture stated at valuation has been calculated using estimated remaining useful life.

INVESTMENTS

- fixed interest investments are stated at face value adjusted for discount or premium on purchase, and the discount or premium is amortised over the life of the investment.
- share investments are stated at the lower of cost or market value.
- all other investments are stated at cost.
- foreign investments have been translated to New Zealand currency at the ruling rates of exchange at balance date.

FOREIGN CURRENCIES

- foreign currency transactions throughout the year have been translated to New Zealand currency at the ruling rates of exchange at date of payment;
- realised and unrealised exchange gains or losses are accounted for in the Statement of Financial Performance.

GOODS AND SERVICES TAX

All amounts are stated net of the Goods and Services Tax with the exception of Accounts Receivable and Accounts Payable.

CHANGES IN ACCOUNTING POLICIES

There have been no changes in accounting policies.

Statement of financial performance

For the Year Ended 31 December 2002	NOTE	31-Dec-01 $000	31-Dec-02 $000
INCOME			
Sundry Income	1	1,056	1,804
Investment income	2	4,510	(3,529)
Research		0	0
TOTAL INCOME		5,566	(1,725)
EXPENDITURE			
Personnel	3	297	313
Property	4	23	7
General	5	8,332	8,547
Depreciation		1	0
TOTAL EXPENDITURE		8,653	8,867
NET SURPLUS / (DEFICIT)		(3,087)	(10,592)

Statement of movements in equity

For the Year Ended 31 December 2002

Balance as at 1 January	85,865	82,782
Net Surplus / (Deficit)	(3,087)	(10,592)
Increase/(Decrease) in Revaluation Reserve	0	0
Total Recognised Income & Expenditure	(3,087)	(10,592)
Capital Contributions- Bequest & donations	4	272
Balance as at 31 December	82,782	72,462

Statement of financial position

For the Year Ended 31 December 2002	NOTE	31-Dec-01 $000	31-Dec-02 $000
CURRENT ASSETS			
Bank		3,639	3,643
Short-term deposits		489	9,488
Inter-Entity Balance		1,173	82
Accounts Receivable		17	14
TOTAL CURRENT ASSETS		**5,318**	**13,227**
LESS:CURRENT LIABILITIES			
Accounts Payable		1,114	407
TOTAL CURRENT LIABILITIES		**1,114**	**407**
Net Current Assets		4,204	12,820
NON-CURRENT ASSETS			
PROPERTY, PLANT & EQUIPMENT			
Freehold Land at valuation		4,064	4,064
Forests		230	230
Buildings		7	7
Equipment at cost		83	83
Less: Accumulated depreciation		(60)	(60)
Library		3,818	3,833
TOTAL PROPERTY, PLANT & EQUIPMENT		**8,142**	**8,157**
INVESTMENTS	7	70,436	51,485
Total Non-Current Assets		**78,578**	**59,642**
TOTAL NET ASSETS		**82,782**	**72,462**
REPRESENTED BY:			
Community Equity	8	78,522	68,202
Revaluation Reserves	9	4,260	4,260
	10	82,782	72,462

Statement of cash flows

For the Year Ended 31 December 2002	NOTE	31-Dec-01 $000	31-Dec-02 $000
OPERATING ACTIVITIES			
Cash provided from:			
Sundry		1,040	1,809
Dividends		1,777	1,848
Interest		2,122	1,351
Rent		114	117
		5,053	5,125
Cash applied to:			
Personnel Expenses		297	313
Property costs		23	7
General Expenses		3,880	4,128
		4,200	4,448
Net cash provided by Operating Activities	6	853	677
INVESTING ACTIVITIES			
Cash provided from:			
Proceeds of Disposal:			
Fixed Interest Investments		4,197	299
Shares		2,501	14,285
		6,698	14,584
Cash applied to:			
Capital Expenditure		19	15
Fixed Interest Investments		2,442	1,848
Shares purchased		7,270	6,477
		9,731	8,340
Net cash (used in) / from Investing Activities		(3,033)	6,244
FINANCING ACTIVITIES			
Cash provided from:			
Capital contributions		4	272
Cash applied to:			
Movement in Inter-Entity Balance		1,173	(1,091)
Net cash (used in) / from Financing Activities		(1,169)	1,363
Net (decrease)/increase in cash held		(3,349)	8,284
Cash on hand at beginning of period		6,656	4,128
Net (loss)/gain on exchange		821	719
Cash on hand at end of period		4,128	13,131

Notes to the financial statements

		31-Dec-01 $000	31-Dec-02 $000
1	**Sundry Income**		
	Other External Income	41	58
	Overhead Recovery External	24	16
	Sundry Other	991	1,730
		1,056	1,804
2	**Investment Income**		
	Dividends	1,777	1,848
	Exchange variations	821	719
	Gain on disposal	(324)	(7,564)
	Interest	2,122	1,351
	Rent	114	117
		4,510	(3,529)
3	**Personnel Expenses**		
	SALARIES & WAGES		
	Academic	2	0
	General	283	307
		285	307
	RELATED EXPENSES		
	ACC	3	2
	Superannuation	2	2
	Other	7	2
		12	6
		297	313
4	**Property Expenses**		
	Resources	18	0
	Rent	0	1
	Telecommunications	5	6
		23	7
5	**General Expenses**		
	Administrative	0	32
	Advertising	19	21
	Auditor's Remuneration		
	- Audit	3	3
	- Other Services	0	9
	Bad Debts	0	2
	Conferences	11	11
	Consultancy/Contractors	122	409
	Investment Advice	390	292
	Legal Expenses	0	17
	Office Equipment	20	15
	Postages	5	3
	Printing	97	60
	Scholarships & Prizes	2,082	1,140
	Stationery	7	11
	Sundry	72	689
	Travel	382	706
	WriteDown Value of Shares	5,122	5,127
		8,332	8,547

		31-Dec-01 $000	31-Dec-02 $000
6	**Reconciliation of Net Surplus/(Deficit) with Net Cash provided by Operating Activities**		
	Net Surplus / (Deficit)	(3,087)	(10,592)
	Add(less) non-cash items:		
	Depreciation	1	0
	Exchange Variation	(821)	(719)
	Add(less) movements in other working capital items:		
	Accounts Payable	(670)	(707)
	Accounts Receivable	(1,189)	1,094
	Add(less) items classified as investing activities		
	Loss (Gain) on Sale of Investments	324	7,565
	Write-Down in Value of Shares	5,122	5,127
	Add(less) items classified as financing activities		
	Movement in Inter-Entity Balance	1,173	(1,091)
	NET CASH PROVIDED BY/(USED IN)		
	OPERATING ACTIVITIES	853	677
7	**Investments**		
	Fixed Interest	25,313	26,862
	Shares (See Note 7.1)	45,123	24,623
		70,436	51,485
	Note 7.1		
	Shares at cost:		
	Balance at 1 January	45,759	45,123
	Purchases	7,270	6,477
	Disposals	(2,784)	(21,850)
	Adjustment to Net Realisable Value	(5,122)	(5,127)
	Balance at 31 December	45,123	24,623
	Market Value of Investments		
	Fixed Interest	29,576	27,999
	Shares	45,123	24,623
	Cash	4,128	13,131
	Total estimated market value	78,827	65,753
8	**Community Equity**		
	Balance at beginning of period	81,605	78,522
	Net surplus / (Deficit)	(3,087)	(10,592)
	Capital contributions	4	272
	Value of Endowment Land sold	0	0
	Balance at end of period	78,522	68,202

		31-Dec-01 $000	31-Dec-02 $000
9	**Revaluation Reserves**		
	Balance at 1 January	4,260	4,260
	Value of Endowment Land sold	0	0
	Revaluation adjustment	0	0
	Balance at 31 December	4,260	4,260
10	**Trust Balances**		
	Centre for Advanced Engineering	2,253	1,627
	Endowment Trust	14,646	13,622
	Erskine Trust	37,127	32,457
	General Trusts	18,692	15,529
	Lord Rutherford Memorial Scholarship	1,770	1,585
	Macmillan Brown Library	3,784	3,761
	Mason Trust	1,105	918
	Ethel R. Overton Scholarship	1,057	907
	Roper Scholarship	1,299	1,113
	Sims Empire Scholarship	1,049	943
		82,782	72,462

Equal Employment Opportunity (EEO)

The responsibilities relating to the University's EEO Programme remain with the Director of Human Resources and the staff within his department.

In 2002 a committee on equity and diversity was established. This committee, which now is called the Equity and Diversity Advisory Group, comprises academic and general staff who have expressed strong interests in equity issues. They have interpreted their brief to include EEO matters but to extend more broadly to all areas of equity and diversity.

The University has not been able to appoint a Kai Arahi during 2002, and will be reviewing its approach to this role with Ngai Tahu and other significant Maori groups.

An EEO Plan for 2003 is under preparation.

The University has robust policies and systems in place to deal with harassment. Cases which occur are dealt with by an Employment Relations Consultant and, where appropriate, she works closely with Education Co-ordinators from the University of Canterbury Students' Association.

Equal Educational Opportunities (EEdO)

The Equal Education Opportunities Committee continued to meet in 2002, chaired by the Chancellor. It is broadly representative of the communities within the University and includes the principals of two of the target, low-decile secondary schools.

In 2002 a part-time EEdO Co-ordinator worked with members of the committee on projects including:

- a programme involving four low-decile Christchurch city schools researching factors involved in the decision of students and their families on whether or not to attend university
- interactions with the same schools and students to attract capable students who are 'at risk' of deciding not to attend university because of real or perceived barriers
- events held at the target schools and the University with the aim of informing and supporting prospective students, whilst familiarising students with life at university
- granting four undergraduate scholarships to one recipient at each of the target schools as a means of motivating and rewarding those 'at risk' students who are scholastically able, but lack financial means.

Feedback from the target schools and prospective students has been positive. The aim is to extend the program to involve younger high school students and to undertake further research regarding obstacles to university access.

Appendices

1.1 EFT Students by department

Department	1999	2000	2001	2002
Accountancy, Finance and Information Systems	667.0	627.6	658.5	**667.1**
American Studies	209.1	155.8	154.4	**182.0**
Asian Languages	200.3	197.8	241.8	**305.1**
Chemical and Process Engineering	149.2	139.3	129.6	**116.6**
Chemistry	311.5	284.4	296.5	**291.7**
Civil Engineering	430.2	402.4	411.0	**403.7**
Classics	165.7	144.4	166.8	**147.7**
Computer Science	428.0	483.7	546.6	**510.7**
Continuing Education	168.6	160.0	232.8	**300.9**
Economics	429.5	408.2	415.4	**486.8**
Education	420.8	444.7	434.5	**408.5**
Educational Research and Advisory Unit	3.0	0.8	2.3	**1.0**
Electrical and Electronic Engineering	399.1	415.8	411.6	**392.3**
English	386.6	316.5	302.1	**256.8**
Fine Arts	314.6	292.4	275.1	**278.8**
Forestry	145.7	135.2	114.5	**107.9**
French and Russian	194.6	154.1	144.7	**136.5**
Gateway Antarctica	-	16.5	26.0	**32.5**
Gender Studies	96.0	66.3	64.6	**74.8**
Geography	280.2	289.1	278.0	**292.0**
Geological Sciences	242.2	223.8	195.3	**190.2**
German	53.6	47.4	48.0	**56.8**
History	352.4	338.3	352.8	**351.2**
Law	660.1	636.1	629.5	610.3
Linguistics	116.4	116.5	97.1	**95.1**
Management	757.2	709.7	702.5	**690.3**
Maori	121.1	101.9	123.9	**138.5**
Mass Communication & Journalism	26.7	63.2	88.9	**135.5**
Mathematics and Statistics	750.2	721.8	713.8	**723.5**
Mechanical Engineering	319.7	312.7	315.6	**324.4**
Music	131.2	122.0	115.9	**138.1**
Other	3.5	5.0	3.3	**6.9**
Pacific Studies	12.1	9.0	6.4	**4.2**
Philosophy and Religious Studies	289.8	252.0	263.6	**267.0**
Physics and Astronomy	320.3	296.6	303.5	**287.5**
Plant and Microbial Sciences	290.0	268.5	216.0	**224.2**
Political Science	385.1	380.7	310.1	**369.2**
Psychology	718.2	756.9	720.8	**705.1**
Social Work	125.2	128.3	138.5	**128.5**
Sociology and Anthropology	443.1	405.9	373.1	**411.4**
Speech and Language Therapy	119.5	130.5	129.9	**119.0**
Student Services	6.1	9.0	27.4	**29.4**
Theatre and Film Studies	46.6	64.3	67.1	**69.6**
Zoology	288.2	247.8	229.3	**242.0**
EFTS in excess of 1.999 per student	-	-	-	**4.0**
Total taught	11 975	11 483	11479	**11,715**
Less contract teaching and old Ph.D.	214	281	225	**196**
Total returned to the Ministry of Education	11 761	11 204	11 254	**11,519**

1.2   EFT Students by qualification

Qualification	1999	2000	2001	2002
Doctor of Philosophy	489.1	491.4	461.7	477.5
Master of Arts	171.1	191.5	184.3	153.5
Master of Business Administration	26.1	47.9	65.4	51.2
Master of Commerce	20.8	22.2	13.9	9.6
Master of Education	38.0	42.1	46.9	51.1
Master of Engineering	127.0	102.3	92.7	97.2
Master of Engineering in Fire Engineering	13.8	12.9	15.9	14.9
Master of Engineering in Management	30.9	26.0	25.7	26.1
Master of Engineering in Transportation				2.3
Master of Fine Arts	7.0	5.30	5.0	2.0
Master of Forestry Science	16.4	17.1	14.1	17.3
Master of Laws	14.0	17.8	32.2	27.1
Master of Music	3.0	2.0	2.0	1.0
Master of Science	286.6	282.0	259.8	231.1
Master of Speech and Language Therapy	4.3	2.1	2.1	5.1
Master of Science Education	4.5	5.2	1.5	
Bachelor of Arts with Honours	206.1	200.1	196.1	192.7
Bachelor of Commerce with Honours	51.2	35.4	50.4	32.8
Bachelor of Engineering with Honours	1 119.1	1 062.4	1038.5	989.4
Bachelor of Fine Arts with Honours	4.0	8.0	2.3	8.0
Bachelor of Music with Honours	7.3	11.3	3.5	9.6
Bachelor of Science with Honours	158.6	163.4	176.6	114.4
Postgraduate Diploma in Clinical Psychology	10.8	8.2	8.5	10.0
Postgraduate Diploma in Engineering	7.8	7.3	7.1	14.8
Postgraduate Diploma in Engineering Geology	4.3	1.0	5.4	6.3
Postgraduate Diploma in Forestry	1.5	1.5	1.6	2.6
Postgraduate Diploma in Industrial and Organisational Psychology	1.0	1.5	0.0	2.5
Postgraduate Diploma in Science	28.4	34.8	28.0	40.8
Graduate Diploma in Accountancy, Finance and Information Systems	28.6	26.2	21.5	22.8
Graduate Diploma in Arts	0.0	0.0	13.1	28.9
Graduate Diploma in Business Administration	12.4	15.5	2.3	6.1
Graduate Diploma in Economics	-	2.0	0.9	0.3
Graduate Diploma in Journalism	20.0	21.2	20.0	20.1
Graduate Diploma in Management	32.9	24.9	23.9	23.1
Graduate Diploma in Science	-	12.0	13.6	16.4
Graduate Diploma in Social Work	47.2	39.5	36.6	29.8
Graduate Certificate in Antarctic Studies	-	5.0	9.9	9.5
Bachelor of Arts	2 912.9	2 635.7	2581.6	2773.4
Bachelor of Commerce	1 902.9	1 777.2	1879.9	2047.7
Bachelor of Education	210.6	175.6	108.3	109.4
Bachelor of Education Science	11.4	11.4	0.7	0.4
Bachelor of Fine Arts	133.4	125.8	130.9	143.3
Bachelor of Forestry Science	125.5	94.3	89.6	72.0
Bachelor of Laws	714.0	677.8	650.3	610.3
Bachelor of Music	82.7	75.7	78.2	80.0
Bachelor of Science	1 641.4	1 620.7	1613.0	1583.3
Bachelor of Social Work	107.7	118.5	133.5	129.8
Bachelor of Speech and Language Therapy	90.7	104.5	102.9	88.5
Bachelor of Teaching and Learning	120.0	170.0	195.6	168.4
Law Professional	37.4	34.9	25.0	32.1
Engineering Intermediate	470.0	465.4	475.4	468.4
Architectual Intermediate	17.2	18.5	11.3	10.0
Surveying Intermediate	5.1	3.0	1.9	2.1
Speech and Language Therapy Intermediate	60.9	48.3	50.3	58.9
Fine Arts Intermediate	55.8	56.4	48.6	51.9
Certificate in Social Work	11.4	10.8	11.2	9.6
Certificate of Proficiency	96.3	135.1	157.0	206.3
Certificate in Foundation Studies	0.0	0.0	95.2	132.1
Cultural and Community Education	170.5	174.0	155.9	185.5
EFTS in excess of 1.999 per student				4.0
Total taught	11 975	11 483	11 479	11,715
Less contract teaching and old Ph.D.	214	279	225	196
Total returned to the Ministry of Education	11 761	11 204	11,254	11,519

1.3 EFTS by Ministry of Education classification

Classification	1997	1998	1999	2000	2001	2002
Arts (03)	3 789	3 988	3 799	3 488	3472	3715
Science (06, 18, 34)	2 041	2 132	2 192	1 238	2173	2130
Engineering (11)	1 140	1 103	1 089	1 078	1079	1029
Law (14)	655	619	636	607	582	572
Commerce (04)	1 551	1 688	1 700	1 601	1652	1758
Music and Fine Arts (12, 16)	230	235	278	282	287	316
Forestry (01)	143	115	104	84	72	58
Doctoral/Hons. 1 (08) (Arts, Law, Commerce)	735	728	746	776	753	689
Doctoral/Hons. 2 (09) (Science, Music and Fine Arts)	580	570	625	590	600	633
Doctoral/Hons. 3 (10) (Engineering, Forestry)	262	295	332	296	324	339
Speech and Language Therapy (32)	140	102	115	108	104	89
Continuing Education (05)	106	103	145	156	156	191
Total	11 372	11 678	11 761	11 204	11254	11519
Funded by Ministry of Education	10 385	10 684	11 334	10 659	10396	10328
Full fee-paying students	475	445	450	545	858	1191
Underfunded/(Overfunded)	512	549	(23)	0	0	0

1.4 Age profile of students

Age brackets (at mid year)	1997	1998	1999	2000	2001	2002
Below 18 years	76	74	74	79	84	77
18-24 years	8 547	8 783	8 528	8 207	8 309	8 533
25-34 years	2 057	2 089	2 066	2 061	1 927	1 909
35-44 years	961	1021	941	936	941	926
45-54 years	401	436	445	457	492	475
55-64 years	105	106	101	105	112	125
Over 64 years	27	32	41	45	43	39
Total	12 174	12 541	12 196	11 890	11 908	12 084

1.5 First-year enrolment from schools

Monitored since 2000

Deciles	2000		2001		2002 (estimate)	
	No	%	No	%	No	%
1-3	109	5.5	148	7.2	129	6.5
4-7	798	40.0	814	39.5	759	38.0
8-10	1,086	54.5	1,098	53.3	1,112	55.6
Total	1,993	100.0	2,060	100.0	2,000	100.0

1.6   Research EFTS by department

Department	1999	2000	2001	2002
Accountancy, Finance and Information Systems	15.3	13.8	10.3	10.5
American Studies	6.5	7.8	7.4	6.0
Asian Languages	4.3	6.3	4.0	6.0
Chemical and Process Engineering	23.6	24.7	20.7	19.3
Chemistry	55.5	50.4	46.4	45.8
Civil Engineering	53.2	42.3	40.4	51.4
Classics	7.0	8.0	5.0	5.0
Computer Science	12.3	17.7	16.3	20.1
Continuing Education	0.3	1.9	1.1	1.4
Economics	0.0	3.0	1.7	1.0
Education	34.2	32.7	26.7	17.8
Educational Research and Advisory Unit	0.0	0.0	0.0	0.0
Electrical and Electronic Engineering	85.6	79.0	77.3	76.7
English	36.7	32.8	35.3	26.1
Fine Arts	16.5	12.4	13.6	6.3
Forestry	23.2	23.6	23.2	25.6
French and Russian	8.0	11.0	12.8	12.3
Gateway Antarctica	-	0.0	0.9	1.8
Gender Studies	10.8	10.4	7.7	6.5
Geography	19.7	22.3	22.5	27.3
Geological Sciences	36.5	41.2	34.7	43.4
German	1.0	1.0	1.0	2.0
History	18.2	24.3	30.5	28.8
Law	4.3	6.3	7.2	5.6
Linguistics	7.7	9.0	7.9	6.4
Management	17.7	26.2	17.7	12.9
Maori	5.8	4.9	6.2	6.0
Mass Communication & Journalism	2.0	4.8	5.9	8.7
Mathematics and Statistics	27.3	25.0	18.2	14.1
Mechanical Engineering	43.1	42.1	47.2	44.1
Music	2.5	1.5	3.2	3.7
Other	0.4	0.5	0.5	0.9
Pacific Studies	5.7	5.8	4.9	2.5
Philosophy and Religious Studies	10.5	12.8	15.1	15.1
Physics and Astronomy	36.0	35.0	35.0	39.0
Plant and Microbial Sciences	67.8	68.9	53.6	52.2
Political Science	49.2	53.8	39.1	32.5
Psychology	59.9	70.7	80.1	75.6
Social Work	9.6	4.4	3.7	5.9
Sociology and Anthropology	30.8	34.6	27.9	24.2
Speech and Language Therapy	1.0	2.0	3.0	3.6
Student Services	0.0	0.0	0.0	0.0
Theatre and Film Studies	5.0	8.0	5.0	5.7
Zoology	70.2	65.0	60.2	61.1
Total taught	924	948	881	861
Less old Ph.D.	59	80	72	59
Total funded by the Ministry of education	865	868	809	802

1.7 Research EFTS by country of origin

Country	1999	2000	2001	2002
Egypt	6.0	6.0	5.0	3.7
African	4.7	5.7	1.8	2.7
Canada	9.3	8.3	6.7	4.0
United States of America	12.7	12.9	13.8	17.0
Other American	7.0	13.0	13.0	16.0
China	38.3	29.2	18.3	17.0
Indonesia	5.3	5.5	11.0	9.6
Japan	5.7	3.7	3.3	3.3
Korea	10.0	14.2	6.7	12.7
Malaysia	21.0	21.3	24.2	28.8
Singapore	3.3	1.0	2.0	5.0
Sri Lanka	9.0	8.0	10.0	10.0
Taiwan	11.3	6.3	7.0	8.0
Thailand	7.0	6.0	5.0	6.0
Other Asian	17.7	28.3	24.2	30.2
Germany	19.3	23.0	19.5	17.0
United Kingdom	29.3	26.7	23.2	23.5
Yugoslavia	5.7	5.3	4.3	2.7
Other European	13.0	14.7	21.0	25.2
Australia	14.0	16.4	18.0	12.5
New Zealand	670.6	686.9	637.5	603.7
Other Pacific Islands	4.7	5.7	5.7	2.3
Total	24	948	881	861
Less old Ph.D.s	59	80	72	59
Total funded by the Ministry of Education	65	868	809	802

1.8 Student accommodation

	1997	1998	1999	2000	2001	2002
On-campus accommodation						
University Hall	260	400	400	500	500	500
Bishop Julius Hall	102	102	102	102	102	102
College House	152	152	152	152	152	152
Rochester and Rutherford Hall	176	176	176	176	176	176
Ilam Flats	144	144	144	329	329	329
Total	834	974	974	1 259	1 259	1 259

2.1   Equivalent full-time staff

	1998	1999	2000	2001	2002
Senior Executive Staff					
VC	1.0	1.0	1.0	1.0	1.0
VCO****	2.0	6.0	6.0	6.0	6.0
	3.0	7.0	7.0	7.0	7.0
Academic Staff					
Professors	40.0	39.4	42.8	49.6	57.5
Associate Professors/Readers	82.5	88.5	92.5	88.2	75.0
Senior Lecturers	232.8	237.5	243.0	247.0	256.0
Lecturers	176.1	177.0	167.1	*180.4	***172.4
Assistant Lecturers	0.0	0.0	0.0	0.0	0.0
Part-time teaching assistants	49.6	53.8	47.4	48.8	9.9
Other Academics/teaching				65.0	
	581.0	596.2	592.8	614.0	635.8
General Staff					
Senior managers	19.0	14.4	14.0	14.0	14.0
Technicians	206.7	203.7	199.7	203.1	180.7
Librarians and Library Assistants	76.3	76.9	90.7	90.4	82.4
Other General Staff	325.8	345.0	398.2	**443.2	482.7
General Service Staff	165.5	169.8	164.5	161.9	141.8
	793.3	809.8	867.1	912.6	901.6

*   Includes 54.0 EFT Postdoctoral fellows

**   The growth in this area occurs mainly within the Centre for Continuing Education and Student Services.
This reflects the increased levels of staffing in these areas, especially the English Language Centre and the
Foundation Studies programme within Continuing Education as a result of the growth in international student
numbers.

***   Includes 52.5 EFT Postdoctoral fellows

****   Includes 2 General and 4 Academic staff

2.2 Staff publications

This listed is based on publications requested from departments in August for the year July 1, 2001 to June 30, 2002 for inclusion in the University *Calendar*.

Department	Staff publications					Creative works & exhibitions					Ph.D theses					Masters' theses				
	1998	1999	2000	2001	2002	1998	1999	2000	2001	2002	1998	1999	2000	2001	2002	1998	1999	2000	2001	2002
Accountancy, Finance and Info Systems	46	47	75	84	81										3		8	5	7	1
American Studies	7	3	2	12	2											1	1	1	2	
Asian Studies	4	4	6	3	8									1	1		1		1	
Centre for Research on Europe					4															5
Chemical and Process Engineering	46	39	46	36	66						3	2	1	2		2	4	9	2	6
Chemistry	109	80	86	78	89						13	14	9	2	6	3	5	4	2	5
Civil Engineering	71	63	72	61	114						2	4	8	2	1	20	28	31	22	4
Classics	12	5	13	9	7			1	1		1						1	2	2	
Computer Science	45	30	63	44	56								1	3			5		1	6
Continuing Education	3	3	3	5	4															
Economics	6	24	15	25	32												1		3	1
Education	18	24	25	21	33						1		5			3		5		
Educational Research and Advisory Unit				1	12															
Electrical and Computer Engineering	81	103	96	91	118						6	5	5	14	9	4	14	52	11	10
Engineering Management																			24	
English	16	35	19	29	18			1	3	5		1	2	1	5	8		8	4	6
Fine Arts	25	29	29	35	36	30	19	17	21	8			1	2	2	1		6	3	2
Forestry	31	20	31	18	40							2	1	9	1	3	4	4	2	2
French and Russian	11	11	23	21	32					1	1		1		1	2	1	2	4	2
Cateway Antarctica					7															
Gender Studies	7	2	8	7	21							1			1			2	1	1
Geography	33	54	44	49	68						2	3		2	1	13	13	11	8	11
Geological Sciences	26	34	35	35	49						3		1	2	2	5	12	9	12	14
German	10	12	18	12	12									1						1
History	24	42	33	62	47						2	1	1	1	4	4	6	2	4	4
Law	85	55	96	74	83															
Library	6	2	4	4																
Linguistics	23	17	26	20	24				3		1				1		1			1
Macmillan Brown Centre Pacific					8															2
Management	43	55	82	61	59				13	2	5	4		3	3				3	3
Māori	5	8	5	9	3						5	4	1						1	1
Mass Communication and Journalism	2	5		2	5											3	2		1	1
Mathematics and Statistics	53	52	75	68	49						1	1	2	1		5	1	6	3	2
Mechanical Engineering	63	47	53	46	63						2	1	2	3	4	6	4	8	5	10
Music	30	18	14	19	6	3	2	1	8	34										
Pacific Studies			3	19														1	1	
Philosophy and Religious Studies	16	29	22	18	30							1	1				5	3	2	2
Physics and Astronomy	53	49	64	69	83						4	8	5	5	4	6	3		5	3
Plant and Microbial Sciences	52	51	59	60	75						2	5	5	9	7	15	15	11	14	15
Political Science	25	41	22	37	45							2	1	1	3	3	5	13	11	7
Psychology	43	72	59	60	62						4	3	4	3	3	26	18	13	28	33
Social Work	10	12	20	11	16							1	3						1	
Sociology	36	12	22	21	34						3	1	3	6	2	4	2	4	10	7
Speech and Language Therapy	19	24	60	58	54				2	2					1					2
Theatre & Film Studies (Drama)	1	2	4	5	2	1	3	1	4	2						2		1	4	
Zoology	62	68	49	88	91				8			3	5	3	4	14	17	21	19	9
TOTAL	1 258	1 283	1 481	1 491	1 748	34	25	20	55	54	58	64	64	83	69	153	177	234	223	179

Total staff publications 1 802

Total PhD& masters' theses 248

2 050

2.3 Staff promotions

	1998	1999	2000	2001	2002
Academic staff					
- numbers					
to Senior Lecturer	21	18	20	26	19
to Senior Lecturer above the bar	13	7	15	11	14
to Associate Professor	13	10	9	3	10
to Professor	2	3	6	7	6
Total	49	38	50	47	49
- percentage of success					
to Senior Lecturer			54.1	66.7	61.3
to Senior lecturer above the bar			83.3	84.6	52.0
to Associate Professor			39.1	18.8	47.6
to Professor			35.3	50.0	46.2
General staff (including Technical staff from 2001)					
- numbers					
Accelerated progression below merit point				24	35
Movement across or above merit point				21	57
Total				45	92
- percentage success				46.4	60.9

3.1   Academic awards by qualification

Qualification	1999	2000	2001	2002
Doctor of Engineering	-	1	-	
Doctor of Laws	-	-	-	
Doctor of Letters	-	-	-	
Doctor of Music	-	-	-	
Doctor of Science	1	2	-	
Doctor of Philosophy	62	47	84	79
	63	50	84	79
Master of Arts	47	41	66	71
Master of Business Administration	20	26	29	33
Master of Commerce	15	10	10	8
Master of Education	20	22	22	16
Master of Engineering	29	48	43	33
Master of Engineering in Fire Engineering	17	12	13	14
Master of Engineering in Management	18	30	24	25
Master of Fine Arts	4	6	4	5
Master of Forestry Science	8	6	5	6
Master of Laws	12	11	18	11
Master of Music	3	1	2	1
Master of Science	95	88	93	101
Master of Science Education	-	1	1	1
Master of Speech and Language Therapy	-	32	1	2
	288	334	331	327
Bachelor of Arts with Honours	176	172	193	182
Bachelor of Commerce with Honours	31	42	39	41
Bachelor of Engineering with Honours	294	304	262	292
Bachelor of Fine Arts with Honours	6	5	6	1
Bachelor of Forestry Science with Honours	-	-	-	-
Bachelor of Laws with Honours	-	-	-	-
Bachelor of Music with Honours	7	3	7	5
Bachelor of Science with Honours	55	69	56	65
	569	595	563	586
Postgraduate Diploma in Clinical Psychology	8	6	6	8
Postgraduate Diploma in Engineering	7	3	1	7
Postgraduate Diploma in Engineering Geology	1	3	1	7
Postgraduate Diploma in Forestry	3	3	1	3
Postgraduate Diploma in Industrial and Organisational Psychology	5	2	4	1
Postgraduate Diploma in Science	5	25	37	15
Graduate Diploma in Arts	-	-	1	4
Graduate Diploma in Accountancy, Finance and Information Systems	9	22	15	17
Graduate Diploma in Business Administration	2	3	1	1
Graduate Diploma in Economics	3	1	-	-
Graduate Diploma in Journalism	23	6	16	20
Graduate Diploma in Science	-	-	2	3
Graduate Diploma in Social Work	22	29	4	11
Graduate Diploma in Management	43	18	23	21
Graduate Certificate in Antarctic Studies	-	-	13	9
	151	121	125	127

3.1 Academic awards by qualification (cont.)

Qualification	1999	2000	2001	2002
Bachelor of Social Work	-	-	-	**30**
Bachelor of Arts	662	700	678	**649**
Bachelor of Commerce	345	390	416	**381**
Bachelor of Education	84	118	88	**87**
Bachelor of Education in Science	5	11	9	**9**
Bachelor of Engineering	36	33	37	**25**
Bachelor of Fine Arts	37	39	38	**28**
Bachelor of Forestry Science	40	44	26	**29**
Bachelor of Laws	138	134	138	**139**
Bachelor of Music	10	16	29	**13**
Bachelor of Science	284	352	362	**334**
Bachelor of Speech and Language Therapy	21	22	28	**35**
	1 662	1 859	1 849	**1 759**
Certificate in Continuing Education	-	-	-	
Certificate in Liberal Studies	-	-	-	**1**
Certificate in Social Work	14	28	7	**26**
	14	28	7	**27**
Total	2 747	2 987	2 959	**2 905**

3.2 Percentage of awards with first-class honours and with distinction

Degrees	1998	1999	2000	2001	2002
Honours degrees					
Degrees awarded	868	881	949	932	**891**
Degrees awarded first class	264	275	264	269	**248**
Degrees awarded with distinction	64	50	61	81	**55**
Percentage of degrees awarded first class or with distinction	36.7	35.4	33.0	36.0	**34.0**