



# University of Canterbury

Annual Report 2001



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## Directory

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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

# 2001 at a glance

	1997	1998	1999	2000	2001
Students enrolled	12 174	12 541	12 196	11 890	11 648
Equivalent Full-Time Students (EFTS)	11 372	11 678	11 761	11 204	11 254
Equivalent Full-Time Academic Staff	556	583	599	595	617
Equivalent Full-Time Doctoral /Honours Students	1 577	1 593	1 703	1 662	1 677
Staff:student ratio	20.4	20.0	19.6	18.8	18.6
Awards conferred	2 920	2 718	2 747	2 987	2 939
Research publications and theses	1 409	1 503	1 549	1 799	1 852
<b>Operating</b>					
(All amounts net of GST)	in \$ 000				
Government grant	75 197	77 474	77 827	74 176	73 925
Tuition fees	25 483	29 488	33 558	40 250	41 783
Research funding	7 482	7 345	8 160	8 815	9 939
Cost per EFTS	10.2	11.2	11.4	13.1	13.6
Capital expenditure	58 640	21 072	18 583	26 538	29 144
<b>Financial position</b>					
Fixed assets	440 583	459 246	463 682	466 835	375 670
Net current assets (liabilities)	(8 509)	(12 731)	(3 347)	(11 480)	(16 480)

*Annual Report 2001* is an External Relations Department publication

### Editorial team

#### Editor

Paul Gorman, External Relations

#### Service performance

John M. Jennings, Quality Assurance Facilitator  
Jeff Long, Financial Services Manager

#### Financial performance

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Marcus Thomas, External Relations

#### Photography

Duncan Shaw-Brown, Neil Macbeth

#### Printer

The Caxton Press

Published May 2002

ISSN 1171 5774

# Audit Office report

To the readers of the financial statements of University of Canterbury and Group for the year ended 31 December, 2001

**W**e have audited the financial statements on pages 18 to 84. 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 2001. This information is stated in accordance with the accounting policies set out on pages 50 to 52 and 66.

## 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 2001, 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.

During the period we provided taxation compliance advice, temporary accounting assistance and carried out an assurance related review 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 84:

- comply with generally accepted accounting practice in New Zealand; and
- fairly reflect:
  - University of Canterbury and Group's financial position as at 31 December 2001;
  - 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 13 May 2002 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 Māori 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 Māori and non-Māori;
  - 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

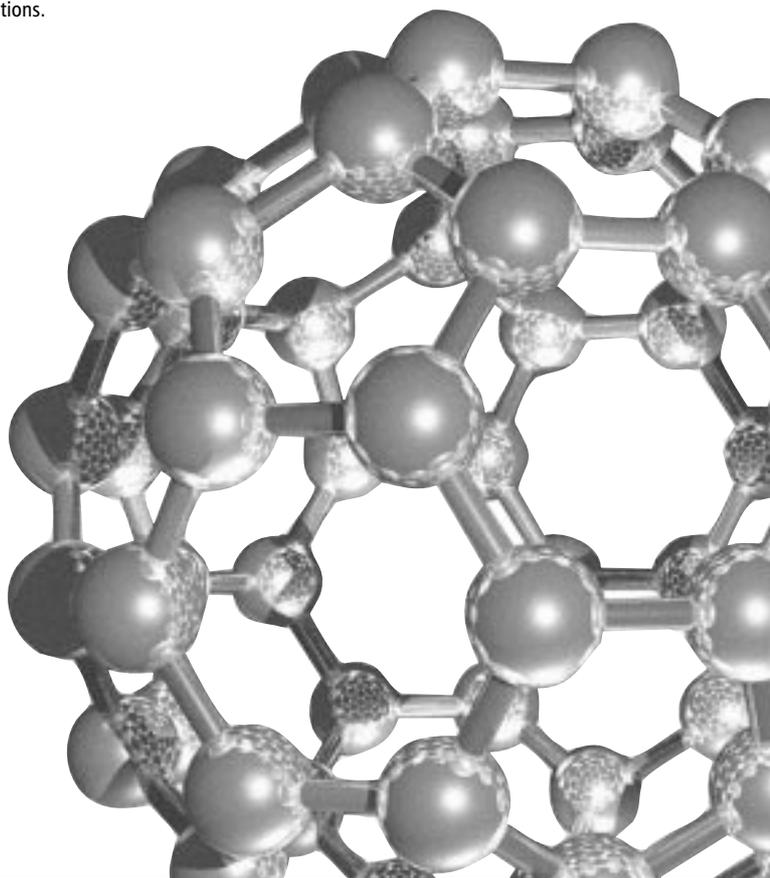
The Canterbury Tertiary Alliance (CTA) was created in 2001 with the formal signing of a deed of co-operation between the University of Canterbury, the Christchurch Polytechnic Institute of Technology (CPIT) and the Christchurch College of Education.

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, 2001.

Chancellor



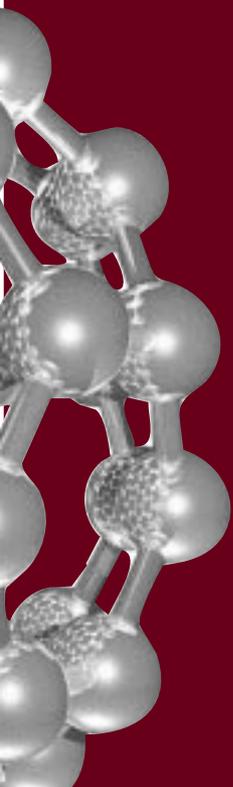
Vice-Chancellor



Director of Business and Finance



May 6, 2002



# 2001 University Council membership

The composition of the 2001 University Council was:

Council members	First appointed	Current term	
		Appointed	Ending
<b>Four persons appointed by the Minister</b>			
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
<b>Vice-Chancellor</b>			
Professor Daryl Le Grew	1998		
<b>Three members of the academic staff</b>			
Professor Jim M Coxon	2001	2001	2002
Professor John F Burrows	1999	1999	2002
Mr Alan J Robb	2001	2001	2004
<b>One member of the general staff</b>			
Mrs Carolyn J Robertson	1995	1999	2002
<b>Two students</b>			
Mr Jarrod Gilbert	2001	2001	2001
Mr Richard Neal	2001	2001	2001
<b>One appointee in consultation with the Employers' Federation</b>			
Mr Colin D McInnes	1991	1999	2002
<b>One appointee in consultation with the Combined Trade Unions</b>			
Dr Jane Chetwynd	1999	1999	2002
<b>Three members appointed by the Council</b>			
His Honour Judge Stephen G Erber	1993	2001	2004
Professor Robert (Bob) Kirk	2001	2001	2004
Dr B Robin Mann	2001	2001	2004
<b>Four graduates elected by the Court of Convocation</b>			
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

**Vice-Chancellor**

Heads of Academic Departments

Vice-Chancellor Executive Committee  
**Deputy Vice-Chancellor**

Vice-Chancellor Executive Committee  
**Pro-Vice-Chancellor (Services)**

Vice-Chancellor Executive Committee  
**Pro-Vice-Chancellor (Academic)**

Vice-Chancellor Executive Committee  
**Pro-Vice-Chancellor (International)**

**Director, Human Resources**

**Director of Business and Finance**

**Registrar**

**Committees:**

- Academic Board
- Budget Advisory nominee
- Budget Review Panel nominee
- Facilities Advisory nominee
- Staff Policy
- Staffing Establishment
- V-C Executive
- Service Department Directors
- V-C Office

**Responsible for:**

- Deputy for V-C
- Research Office
- Quality Assurance
- Risk Management
- Strategic Policy Advice

- Academic Staffing
- Health and Safety
- Research

- Library
- Information Technology
- Student Services
- Health Centre
- Sport and Recreation Centre
- University Halls
- Ilam Flats

- Library
- Information Technology
- Halls Co-ordination
- Student Services Advisory

- Academic Services
- Deans
- Discipline and Grievance
- Equal Educational Opportunity
- ERAU
- Liaison

- Academic Administration
- Equal Educational Opportunities
- Teaching and Learning

- Continuing Education
- External Relations
- Intellectual Property/Technology Transfer

- Board of Continuing Education
- Canterprise Board
- International

- Human Resources
- Early Childhood Learning Centre
- Te Kohanga Reo
- Unicorn (After School)

- Equal Employment Opportunities
- Harassment Prevention

- Facilities Management
- Financial Services
- Commercial Services and Contracts
- Canterbury University Press

- Budget Advisory
- Budget Review Panel
- Facilities Advisory

- Civil Defence
- Compliance
- Cross Campus Facilitator
- Legal Liaison
- Privacy
- Secretary to Council
- Secretary to V-C Office

- General Staff Advisory
- Technicians' Advisory

# Staff movements and academic visitor numbers

In 2001, a record 35 Canterbury academic staff were awarded Erskine Grants to research and teach at overseas universities, while a number of others travelled internationally on study leave.

The number of overseas academics visiting Canterbury continued at an impressive level, with 59 Visiting Erskine and Canterbury Fellows, as well as other academic visitors hosted by departments.

Academic staff here and overseas say the opportunity to interact is valuable in keeping Canterbury staff up to date and ensuring the calibre of teaching and research at the University is known widely elsewhere.

The foundation stone for the visitor programme is an extremely generous bequest from John Angus Erskine, a Canterbury College graduate from the 1890s. The \$580,000 bequest made in 1960 is now worth about \$37 million. Under the terms of the bequest, the interest is used to fund visits to Canterbury for teachers in science, engineering and commerce, and to send Canterbury academic staff to top institutions overseas.

The year was also busy in terms of academic staff movements, with 33 new academics taking up their appointments and five retirements.

## 2001 ACADEMIC APPOINTMENTS

Dr Anne Scott	Sociology and Anthropology	January 15
Dr Seamus Hogan	Economics	January 22
Edith Salzmänn	Music	January 30
Yvonne Crichton-Hill	Social Work	February 1
Dr Verna Schofield	Social Work	February 1
Dr Peter Field	History	February 1
Shuri Kumagai	Asian Studies	February 12
Dr Der-Thanq Chen	Educational Research and Advisory Unit	March 15
Dr Victoria Hanna	Management	March 28
Dr Simon Kingham	Geography	April 2
Dr Lianne Woodward	Education	April 5
Dr Peter Smith	Electrical and Electronic Engineering	April 30
Dr Erin Mackie	English	May 31
Dr Aditya Malik	Philosophy and Religious Studies	May 31
Dr Richard Pascoe	Computer Science	June 5
Dr Anne-Marie Brady	Political Science	June 6
Dr Jue Chen	Asian Studies	June 16
Dr Zhe Chen	Psychology	June 16
Dr Mark Staiger	Mechanical Engineering	June 18
Powhiri Rika-Heke	English	June 20
Dr Michael Albrow	Physics and Astronomy	July 1
Dr Karen Pollard	Physics and Astronomy	July 1
Dr Mark Davidson	Civil Engineering	July 1
Dr Karl De Rouen	Political Science	July 7
Dr David Wiltshire	Physics and Astronomy	July 15
Dr Diane Pearce	Education	July 23
Alan Roberts	Accountancy, Finance and Info Systems	August 5
Dr James Schulmeister	Geological Sciences	August 7
Dr Nigel Perry	Computer Science	August 13
Dr Jonathan Le Cocq	Music	August 20
Dr Christopher Houston	Sociology and Anthropology	November 5
Dr Adrian McDonald	Physics and Astronomy	November 12
Dr Jason Le Masurier	Civil Engineering	December 1

## 2001 ACADEMIC RETIREMENTS

Dr Neil Carruthers	French and Russian	January 5
Professor Ward Robinson	Chemistry	January 5
Professor Jeremy Astley	Mechanical Engineering	February 19
Dr Bruce McKenzie	Computer Science	May 12
Dr Bill Moreau	Physics and Astronomy	July 25



Chancellor's **welcome**

**2001** is a year we will all remember for the horrific events in New York and Washington DC in September. The actions of the terrorists were not dulled by distance and flowers left anonymously in our American Studies Department were one visible gesture of support for staff and students from the United States.

Canterbury University has more than 100 staff and nearly 200 students who are North American. Following the bombings, the University provided pastoral support for, and offered counselling to, all American staff and students. Our International Student Centre was used as a place for Americans on campus to gather, talk, send e-mails and faxes and make phone calls. As a mark of respect for those who died and their families and friends, a brief remembrance ceremony was held, at which the Stars and Stripes was raised on the Registry roof and flown at half-mast.

At Canterbury we are proud of the diverse nature of our staff and students, and their customs, cultures and religions. After the tragedies we were careful not to forget that diversity and were also mindful that it was a difficult time for our people from the Middle East and neighbouring countries.

The James Logie Memorial Collection of antiquities in our Department of Classics is one of the hidden treasures of our institution. In January we welcomed two valuable Roman mosaics, both from Syria and created in the third or fourth centuries. One is a Nilotic scene, part of a genre of works inspired by the landscape and life around the River Nile, and the other depicts a running wolf. The mosaics are the first in the collection and enhance its quality as a teaching and research resource. Classics staff tell me the mosaics have already aroused considerable international interest, as well as inspiring awe among school groups and other visitors.

Each year the University presents a number of honorary doctorates to those who have made outstanding contributions to the community and to the University. For me it was a pleasure and an honour to award an honorary LittD to psychologist Dame Ann Ballin, a Canterbury graduate and former counsellor in the Student Health Centre. The degree was presented at a special ceremony in the Great Hall at the Arts Centre on Dame Ann's birthday on February 20. Other recipients of honorary doctorates in 2001 were: civil engineer and former Canterbury deputy vice-chancellor, Emeritus Professor Bob Park (honorary DEng); the Christchurch School of Medicine's foundation professor, Emeritus Professor Don Beaven (honorary DSc); internationally acclaimed chemist Professor Robin Clark (honorary DSc); and actor and former artistic director of the Court Theatre, Elric Hooper (honorary LittD).

At our December graduation ceremony we paid tribute to Professor Geoff Stedman of the Physics and Astronomy Department, who was awarded the University's Research Medal for 2001 for being the driving force behind the world-leading ring laser experiments in the Cashmere cavern. It was also exciting to present to 10 staff the University's inaugural awards for excellence in teaching achievement. The recipients were: Dr Tim Bell (Computer Science), Professor Jim Cole (Geological Sciences), Dr Amy Fletcher (Political Science), Associate Professor Elizabeth Gordon (Linguistics), Dr John Hannah (Mathematics and Statistics), Dr John Klena (Plant and Microbial Sciences), Dr Andy Pratt (Chemistry), Dr Simon Round (Electrical and Electronic Engineering), Richard Scragg (Law) and Dr Julie Wuthnow (Gender Studies).

On May 31 the University signed a memorandum of understanding with Ngai Tahu, witnessed by the Prime Minister, Helen Clark. With the signing, the University is now a partner in Te Tapuae o Rehua, Ngai Tahu's educational agency, and both parties are committed to developing curricula and teaching and research programmes of academic merit that recognise the distinctive qualities of Ngai Tahu and the world view of Māori. Canterbury is deeply committed to welcoming Māori and offering an environment that sustains them as they study and flourish, and I was delighted to take part in the signing and help seal the partnership.

One of the highlights of my year as Chancellor was the opening of the Rutherford's Den Visitor Centre in November. Physicist Ernest Rutherford is probably our most famous graduate and carried out his early research as a Canterbury College student in the tiny "den" in the 1890s. He was awarded the Nobel Prize in Chemistry in 1908. Eighteen months of work and \$500,000 worth of fundraising by the Rutherford's Den Trust went into the development, which has six heritage rooms. In the newspaper reading room, visitors can read headlines about Rutherford's life and switch on a valve radio to hear news of his death. They can also experience student "digs" of the time, sit in the 19th century lecture theatre attended by Rutherford and touch replica medals and artefacts on long-term loan from the University. In the den itself, visitors can meet Rutherford's ghost, an apparition played by actor John Bach. Congratulations to all those involved in bringing such a worthwhile project to life.

Also in November we were privileged to have the Governor-General, Her Excellency the Honourable Dame Silvia Cartwright, on campus for a short visit. Dame Silvia toured the Law School and met members of the faculty and students on the Diplomacy and International Relations Programme before heading to the Physics and Astronomy, and



Electrical and Electronic Engineering, departments to hear about the exciting nanotechnology research under way. She then visited the Civil Engineering Department, observing and discussing projects, and watched a presentation by PhD student Jeff Matthews into the safety of buildings during earthquakes.

On a sadder note, 2001 was a year of losses for the University of Canterbury, with the deaths of 13 staff and former staff. Those who died had made sterling contributions to the University in so many ways, while the sudden loss of some of these staff has robbed us of their further wisdom. From my involvement with the University's halls of residence, I was particularly saddened by the unexpected passing of the Reverend Margaret Wood, of Bishop Julius Hall, in March, and of Fred Johnson, of University Hall, in November.

The year marked a watershed for the University Council. Ten out of our 20 members finished their terms early in 2001 and were replaced by new representatives. I've always believed that regular changes are necessary in such bodies to ensure fresh injections of enthusiasm and energy, and on that note, at the end of my third year as Chancellor, I want to announce that 2002 will be my last in the Council Chair.

In the meantime, I want to thank all of you who support our institution in so many different ways and hope you will find our Annual Report for 2001 an interesting and useful document.

*Phyllis M. Guthardt*  
Dame Phyllis Guthardt

# Vice-Chancellor's report



## The year

In recent times I have been drawing attention to the importance of our relationship with the Government, as the Tertiary Education Advisory Commission reports and the draft Tertiary Education Strategy 2002-2007 spell out the future framework for tertiary education in New Zealand.

The Government has every right to indicate the directions in which it wishes this country's tertiary educational institutions to develop and to emphasise New Zealand's economic development. However, the universities also have the right, in partnership with Government, to remind students, graduates, alumni and the wider public of what constitutes a university education, of the wide range of university programmes and courses of study available, of how these programmes and courses align with the Government's strategic directions, and of the international dimension to our research and teaching. In collaboration with Government, and with significantly increased funding, New Zealand universities can continue to support the country's knowledge base and provide the innovation for trade, industry, commerce and the community that our nation so vitally needs to enhance our position in the developed world.

In light of recent adverse financial circumstances, the University Council and management developed in the course of 2001 a financial recovery plan, which has been approved by the Tertiary Advisory Monitoring Unit of the Ministry of Education. If we are to restore the institution to robust financial health, it is vital that we adhere strictly to the recovery plan and continue to carefully monitor our spending and increase our income.

At the end of the year, 129 members of the general and academic staff chose to take voluntary severance, effective from December 31. While this has undoubtedly assisted our operational costs, targeted redundancies may be needed in 2002 if we are to achieve an appropriate staff balance. The Staffing Establishment Committee, which I chair, controls all continuing academic and general staff positions to ensure our staffing profile is constantly monitored. In addition, after several years of considerable expansion, a severe pruning of the University's capital expenditure budget will help to ensure that our 2002 budget breaks even.

The Council has established an Audit and Risk Committee to focus not only on audit but also to strengthen the University's overall strategic approach to risk management. This committee operates in addition to the Finance, Planning and Resources Committee. Capital expenditure protocols have been put in place to ensure that

any major planned capital expenditure undergoes the most rigorous scrutiny. The Council has also been through a delegations exercise - to the Academic Board, to me and through me to the other members of the Vice-Chancellor's Office and to the University's senior managers - to ensure full compliance with the requirements of the Education Act and associated legislation.

The first draft of the University's Business Plan for 2002-2003 was completed at the end of 2001. As well as confirming the University's vision and academic profile, the plan highlights the steps taken during 2001 to improve and strengthen the University's financial position and its planning and reporting regimes. The plan also identifies the strengths and developing strategic positioning of the University.

The University is working closely with its bankers to ensure that its financial and development needs are met and that a set of banking covenants are negotiated and put in place.

Improved management information systems – UC People and UC Finance – are beginning to provide the kind of support and reporting essential for the successful management of a university the size of Canterbury.

As a result of all these initiatives, the University's operational budget result improved during the second half of 2001 and we are on track for an improved performance in 2002.

Even in times of troubled finances, it is heartening to recall that 2001 saw general improvement in most of our core academic and service indicators. Research performance in publications and research graduations were sound and these are areas in which Canterbury is a national leader – in line with our mission as a research-based university. The number of research centres created also rose, reflecting a change in the Canterbury ethos towards more thematic, cross-disciplinary



and collaborative research. New teaching programmes were also established and it is worthy of note that now around 100 of our courses are available to students using new web-based technologies. Once again, the University benefited from our Erskine and Canterbury fellowships, with 59 incoming fellows and 35 of our own staff teaching in other international centres.

### Academic organisational structure

The University has had a uniquely flat structure for a considerable time, with the heads of 38 academic departments, as individual and largely autonomous resource/cost centres, responsible directly to me. The Vice-Chancellor's Office, as the University's executive, has been reorganised to ensure that all service departments have clear reporting lines to their respective members on the executive team.

The scale and complexity of the University's operations have given rise to structural and leadership problems. Of particular concern is the need for stronger academic leadership at various levels and the need for increased operating efficiencies and accountabilities. To that end, I have been working with the Committee for the Review of University Structures on an academic organisational restructuring exercise, looking at organising the University's academic structure into a smaller number of larger units, within which the departments would be clustered.

A discussion paper in the second half of 2001 was vigorously debated by the University community and the comments and feedback received are being worked with to produce a revised structure, with a view to putting structural changes which are necessary in place for 2003. The aim is to provide for better management of the educational process, larger and more flexible resource/cost centres for budget purposes and a simplified management structure. The structure will facilitate the offering of multi-degree pathways within the University's current generic degree programmes and the growth of interdisciplinary degrees, and will allow for wider research opportunities and further research centres. The leadership of larger academic groupings will give more focus to attracting students and lift the overall quality of students and departmental research performance.

### Canterbury Tertiary Alliance

I was greatly heartened during the year by the establishment of the Canterbury Tertiary Alliance, with the formal signing of a deed of co-operation

between the University, the Christchurch Polytechnic Institute of Technology (CPIT) and the Christchurch College of Education (CCE). The creation of the alliance is a local Christchurch initiative that fits well with the Government's desire to see greater collaboration between tertiary institutions.

The new alliance cements the constructive working relationships that exist between us. Prior to the alliance, formal memoranda of understanding had been signed with the University. The new deed of co-operation provides a clear and agreed framework for enhanced collaboration and co-operation, while continuing to safeguard bilateral exchanges between us.

The members of the alliance meet regularly. 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.

The local institutions will be working hard to ensure that our charters and profiles, as they develop under the new Government Tertiary Education Strategy, reflect not only what is best for Canterbury and the South Island, but also for New Zealand, nationally and internationally.

We have also worked with Lincoln University, during the course of the year, on a number of teaching and research fronts, particularly on the establishment of a memorandum of understanding on the teaching of natural resources engineering. Discussions in areas of strategic development impacting on both universities will continue.

### Tertiary Education Commission

The University made submissions on the four Tertiary Education Advisory Commission reports and on the proposed Tertiary Education Strategy

2002-2007. The establishment of the Tertiary Education Commission, and the associated structural reforms, will bring significant changes for the University, notably in the area of research. We have considerable reservations about the proposed new performance-based research fund being planned, but welcome the opportunity of working with Government and the research agencies in developing this area. We are also looking forward to being able to engage Government in discussion on charters and profiles, and – as indicated above – are working strongly in planning our own strategic direction.

### Academic audit

The Academic Audit Report on the University, carried out by the New Zealand Universities Academic Audit Unit in 2000, was released in March. The report included positive comment and no less than 11 commendations on the University's research, postgraduate student support and research/teaching links, the Library and all its activities, and information technology across the University.

This reflects well on the general revamp of our quality assurance framework during the past three years. The framework is now well-established and rapidly becoming systemic in all Canterbury's systems.

In August, the University reported back to the Academic Audit Unit on progress made in various areas identified in the report.





### Bicultural progress

The University has entered into an agreement with Te Runanga o Ngai Tahu and I have joined the Board of Directors of Te Tapuae o Rehua, Te Runanga's tertiary education arm. Regular meetings were also held during the year with Nga Maata Waka, representative of tribes other than Ngai Tahu resident in the Canterbury area.

We have made real progress in the course of the year on a number of issues, particularly with the finalisation of the terms of appointment for the position of kaiarahi, or director of bicultural development. We hope to make an appointment to this position in the first half of 2002.

I'd like to pay tribute to Jeanne Kerr, who resigned as our third Māori liaison officer during the year. Her contribution to working with secondary schools throughout New Zealand and providing support to our enrolled Māori students has been very significant. In wishing her well for her future career, we also look forward to the appointment of our fourth Māori liaison officer shortly.

### Pacific Island students

With the assistance of the Special Supplementary Grant funding from the Ministry of Education, we were delighted to be able to appoint our first Pacific Islands Liaison Officer, Liz Keneti, towards the end of the year. In the short time that Liz has been with us, she has been building up support networks with the local Pacific Islands community, organising the first Pacific Islands Orientation celebration for new students coming to the University in 2002 and establishing important links with the Macmillan Brown Centre for Pacific Studies, established here in 1987.

### Senior staff movements

Professor Philip Butler finished his three-year term as Pro-Vice-Chancellor (Services) at the end of the year and returned to the Headship of the Department of Physics and Astronomy.

Meanwhile, Dr Jan Cameron was reappointed as Pro-Vice-Chancellor (Academic) for a further three years.

### Chancellor and Pro-Chancellor

Dame Phyllis Guthardt was re-elected as Chancellor for a further year and we were pleased to welcome Dr Robin Mann as Pro-Chancellor, with effect from the start of 2002. The contribution of Mr Colin McInnes as pro-chancellor during the past three years is gratefully acknowledged.

### Other

The year was also successful on a number of other fronts, including:

- the establishment of an Erskine Society, to maintain links with our distinguished Erskine visitors from around the world after they have visited the University;
- the concluding of memoranda of agreement with a number of international universities, the University of Auckland and the Canterbury Museum, to facilitate future collaborative arrangements and ensure the continuing development of strong teaching and research links and benchmarks;
- the establishment of the University of Canterbury Foundation, to co-ordinate the University's fundraising activities. In June, we were pleased to welcome Shelagh Murray as the University's first Development Manager;
- the improved co-ordination of the University's offering of summer programmes and courses, resulting in a marked increase in the number of courses available and the numbers of students enrolling. The 2001/2 Summer Programme ended up with 753 enrolments and 26 courses on offer, with excellent feedback from both students and staff involved.

### Quality assurance facilitator

I cannot end my report without extending congratulations to Mr John Jennings, who has been appointed as Director of the New Zealand Universities Academic Audit Unit for a two-year period. Mr Jennings' contribution here as quality assurance facilitator has been very significant for the development of quality systems at the University. I know I speak for all staff in expressing our congratulations to John on his new appointment and in thanking him for the excellent work he has done in this area during the past three years.

Professor Daryl Le Grew