

# Annual Report 2003



03



# Annual Report 2003 Contents

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# Audit Office Report

To the readers of University of Canterbury and Group's financial statements for the year ended 31 December 2003

The Auditor-General is the auditor of University of Canterbury and group (University and group). The Auditor-General has appointed me, Bede Kearney, using the staff and resources of Audit New Zealand, to carry out the audit of the financial statements of the University and group, on his behalf, for the year ended 31 December 2003.

## **Unqualified opinion**

In our opinion the financial statements of the University and group on pages 37 to 68 comply with generally accepted accounting practice in New Zealand; and fairly reflect:

- the University and group's financial position as at 31 December 2003;
- the results of operations and cash flows for the year ended on that date; and
- the service performance achievements measured against the performance targets adopted for the year ended on that date.

The audit was completed on 22 March 2004, and is the date at which our opinion is expressed.

The basis of the opinion is explained below. In addition, we outline the responsibilities of the Council and the Auditor, and explain our independence.

## **Basis of opinion**

We carried out the audit in accordance with the Auditor-General's Auditing Standards, which incorporate the New Zealand Auditing Standards.

We planned and performed our audit to obtain all the information and explanations we considered necessary in order to obtain reasonable assurance that the financial statements did not have material misstatements whether caused by fraud or error.

Material misstatements are differences or omissions of amounts and disclosures that would affect a reader's overall understanding of the financial statements. If we had found material misstatements that were not corrected, we would have referred to them in the opinion.

Our audit involved performing procedures to test the information presented in the financial statements. We assessed the results of those procedures in forming our opinion.

Audit procedures generally include:

- determining whether significant financial and management controls are working and can be relied on to produce complete and accurate data;
- verifying samples of transactions and account balances;
- performing analyses to identify anomalies in the reported data;
- reviewing significant estimates and judgements made by the Council;
- confirming year-end balances;
- determining whether accounting policies are appropriate and consistently applied; and

- determining whether all financial statement disclosures are adequate.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements.

We evaluated the overall adequacy of the presentation of information in the financial statements. We obtained all the information and explanations we required to support the opinion above.

## **Responsibilities of the Council and the auditor**

The Council is responsible for preparing financial statements in accordance with generally accepted accounting practice in New Zealand. Those financial statements must fairly reflect the financial position of the University and group as at 31 December 2003. They must also fairly reflect the results of operations and cash flows and service performance achievements for the year ended on that date. This responsibility is specified in the Public Finance Act 1989.

We are responsible for expressing an independent opinion on the financial statements and reporting that opinion to you. This responsibility is specified in section 15 of the Public Audit Act 2001 and section 43(i) of the Public Finance Act 1989.

## **Independence**

When carrying out the audit we followed the independence requirements of the Auditor-General, which incorporate the independence requirements of the Institute of Chartered Accountants of New Zealand.

In addition to the audit we have carried out the following assurance assignments:

- auditing the Chief Executive Officer's declaration on the Performance-Based Research Fund External Research Income;
- reviewing overhead allocation rates in line with the requirements of the Health Research Council;
- auditing transactions by the University in relation to the MacDiarmid Institute and confirming them to the Institute's auditor; and
- completing a compliance report regarding the Federal Family Education Loan Program for the United States of America Department of Education.

These assignments are compatible with the abovementioned independence requirements. Other than the audit and these assignments, we have no relationship with or interests in the University.



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

# Chancellor's welcome



I am privileged to be able to provide this welcome to the Annual Report of the University of Canterbury for 2003. The year has been a significant one in which huge progress has been made towards our goal of being New Zealand's top performing University.

The Council is the governing body of the University. The role of the

University is set out in its new Charter approved at year end by the Tertiary Education Commission (TEC) for the seven year period 2004-2010 and in its Profile approved for the three year period 2004-2006. The Council monitors the University's performance against this base. The more structured quarterly reporting developed in the last year by the new Planning and Institutional Research Unit has greatly improved Council's ability to carry out this responsibility.

Following the resignation of the previous Vice-Chancellor, Professor Daryl Le Grew, who left to take up the Vice-Chancellorship of the University of Tasmania towards the end of 2002, the University was fortunate to have Professor Bob Kirk as Acting Vice-Chancellor from October 2002 to the end of February, 2003. Professor Kirk maintained the University's momentum in improving financial performance, reforming the organisational structure and overseeing the development of our Charter and Profile. The Council is most grateful to Professor Kirk for the role he played at that time, and since, continuing as Deputy Vice-Chancellor.

In early February, the Council appointed Professor Roy Sharp, then Deputy Vice-Chancellor at the Victoria University of Wellington, as the University's 6th Vice-Chancellor. Professor Sharp took up his position at the beginning of March.

The progress made by Professor Sharp and his colleagues, in the next ten months, has been remarkable. The University's new College based organisational structure has been finalised, with the establishment of four Colleges (College of Arts, College of Science, College of Engineering and the College of Business and Economics) and the School of Law. The appointment of the five Pro-Vice-Chancellors to the Colleges and to the School of Law was almost complete by the end of the year. The College Offices and appointments to College Office positions were virtually in place by year end. As at the beginning of 2004, the beneficial effects of the new structure are becoming apparent, with tighter delegations and new lines of responsibility and accountability being established on the campus. The new structure will stand us in good stead, and provide supportive academic leadership, as we face the major funding and positioning challenges ahead. The Council has welcomed the broad acceptance and support of the changes that have been made.

The University will be reviewing its strategic positioning, once the new College Pro-Vice-Chancellor appointees are all in office. The timeframe for the University's strategic planning will not necessarily coincide with TEC's intentions as regards our 2005-2007 Profile, but will be an important initiative for the University community in charting our way forward.

The Vice-Chancellor has amplified these remarks on the new organisational structure in his report.

In the course of the year, the Government reviewed the governance arrangements for all tertiary education institutions, culminating in the publication of the Meredith Edwards' Report in May 2003. Some of the reforms suggested have already been adopted by our University Council, and at the end of the year the Council established its own Council Protocol, as a local rather than a national initiative, in line with that suggested by Professor Edwards. This Protocol is being incorporated into the Council's Policies and Procedures, and will be revised and republished annually at the beginning of each year. It brings into focus a much stronger emphasis on individual Council members' responsibilities and accountabilities.

I have greatly enjoyed my association with the Council and the University community in the course of the year: I am very impressed by the quality and strength of the teaching and research activities undertaken by University staff and students. I am most grateful for the support I receive from fellow Council members, and in particular, from the Pro-Chancellor, John Simpson. John's support in the re-establishment and maintenance of the University's financial health has been of great benefit to our institution. The overall critical governance role played by all members of the Council in the course of the year is also very much appreciated.

The various significant developments being undertaken by the Vice-Chancellor, Professor Roy Sharp, on a number of fronts are beginning to produce results. In particular I commend the Vice-Chancellor for the work he is doing in regard to the University's bicultural development and the network he is establishing with Te Rūnanga o Ngāi Tahu and Te Rūnanga

o Nga Maata Waka. We will be putting in place a Treaty of Waitangi Advisory Committee in the course of 2004, to give effect to our bicultural responsibilities. A key achievement will be in the redefining of Māori leadership within the University. Professor Sharp is taking some major steps, and establishing strong linkages, to fulfil the University's strategic objectives in this regard.

In the same way, a number of initiatives are being undertaken in regard to the recruitment and retention of Pacific Island students and staff. We are most fortunate to have the Macmillan Brown Centre for Pacific Studies on the campus, a national leader in research and publication on the Pacific Islands.

Links with the City and the business community have been an area of particular emphasis. I have been very encouraged by the progress we have made in this area.

I enjoy immensely participation in the University's five Graduation Ceremonies at the Christchurch Town Hall. Of all the University's various activities in which I participate, I think it is the Graduation Ceremonies that I enjoy most. The chance to see our teaching and research efforts coming together as we honour and celebrate the achievement of our graduates is most pleasing. The celebration of the hard work and dedication of the University's graduates is enhanced by the acknowledgement and support given to our graduates by family, friends, teachers and partners. I also appreciated the Māori Graduation celebration, the Pasifika celebration of achievement and the Foundation Studies Graduation at the beginning of the year.

In March we had the pleasure of awarding an Honorary Doctorate to Sir William Pickering, the eminent space scientist.

At the year's Graduation Ceremonies Honorary Doctorates were awarded to former Chancellor Dame Phyllis Guthardt (Doctor of Laws), the artist Don Peebles (Doctor of Letters), and the historian Emeritus Professor Peter Munz (Doctor of Letters). The links we enjoy with these and our other honorary graduates reinforce the significant national and international contexts in which our University operates.

On behalf of Council my sincere thanks are extended to the Vice-Chancellor and his staff for their dedicated leadership of the University of Canterbury during this year of progress.

I hope you will enjoy reading something about the University's activities in its 130th year of operation.

I commend this 2003 report for your careful attention.



*Dr Robin Mann  
Chancellor  
February 2004*



# Vice-Chancellor's Report



The year 2003 has been a good one for the University of Canterbury, with increased enrolments, improved finances, greater engagement with the community and key stakeholders, and the establishment of new structures and systems to take the University forward in a fast-changing tertiary environment.

I believe that at the end of the year the University is now in good heart and its staff, students and alumni have a new shared commitment to a vision of our future developed in close consultation with all our communities of interest. Re-reading the report of my welcome to the University in March, I can confirm the accuracy of my comment on that day that Canterbury is “an enormous reservoir of creativity, energy and talent.”

My tenure as Vice-Chancellor began officially on 1 March 2003 but I was closely involved from the time of my appointment and was able to prepare for the new role with the full support of Council and the Senior Management Team (SMT). I would like to pay particular tribute to Deputy Vice-Chancellor Professor Bob Kirk, whose warm support, hard work and steady hand on the tiller made for a seamless transition.

Our three major priorities for 2003 were: achieving the goals set out in the Financial Recovery Plan, moving to a new organisational structure, and establishing new relationships with the Tertiary Education Commission (TEC) through the mechanism of Charters and Profiles and the introduction of the Performance-based Research Fund (PBRF). I will address each of these areas in more depth.

## **Finances**

In 2002 the University returned a small surplus after posting a deficit the previous year. The surplus target set for 2003 in our budget was \$2.72 million against a target in the Financial Recovery Plan of \$2.1 million. I am pleased to report that we exceeded the budget by 22%, posting a surplus of \$3.374 million. This still gives too small a return on capital and too little freedom to respond to strategic opportunities. We are therefore committed to achieving greater surpluses of operating expenditure in coming years, and to fully meeting the Financial Recovery Plan targets through the 2006 budget.

The cash position was similarly positive, with a cash-on-hand balance at the end of year of \$8.3 million, in sharp contrast to the end-of-year cash deficits of earlier years. The statement of financial position shows an asset value of \$357 million, up some \$12 million on a year earlier.

During the year we began to introduce a new mechanism for financial management within academic departments, in conjunction with the standard planning, budgeting and financial monitoring systems. An analysis of the contribution margins of academic departments to central costs showed a large range, from 60% to a negative contribution margin. In the interests of equity and efficiency it was proposed that no department should have a contribution margin of less than 15%. Departments with margins below that figure were challenged to plan how they would achieve that target. Those departments have now developed plans to achieve that goal by the end of 2005.

## **Organisational structure**

Changes to the organisational structure of the University had been discussed on campus for several years without a definitive plan being decided, leaving in place a cumbersome structure where 36 separate heads of academic departments reported directly to the Vice-Chancellor.

In late 2002 and early 2003 Professor Jim Cole led an extensive and intensive programme of consultation which resulted in a proposal for a structure of Colleges and a School of Law headed by Pro-Vice-Chancellors who are academic leaders and members of the Senior Management Team. This proposal was approved by the Academic Board and then adopted by the University Council in July and a project team led by Dr John Vargo was set in place and charged with implementing the new structure.

Now as I write this, at the end of February 2004, we have appointed all five Pro-Vice-Chancellors, established the College offices, and managed the movement of staff from other parts of the University into the College offices, as well as the associated redundancies and the appointment of new support staff where necessary. It is a tribute to the work of Professor Cole and Dr Vargo and their respective teams that all major project milestones were met by the due dates and the restructuring was achieved within budget.

I thank them all very much for their work and also thank all staff for their cooperation and goodwill as we worked through the restructuring process. I look forward to working with the new PVCs and the new Senior Management Team as we move forward with a more agile and flexible structure better suited to the dynamic tertiary sector environment.

The five College PVC appointees are: Professor Kenneth Strongman (College of Arts), Professor Nigel Healey (College of Business and Economics), Professor Peter Jackson (College of Engineering), Professor Ian Shaw (College of Science) and Professor Scott Davidson (School of Law).

In parallel with the major restructuring a number of aggregations of smaller departments took place. The Departments of Zoology and Plant and Microbial Sciences joined together in a School of Biological Sciences, and within the College of Arts there were formed Schools of Classics and Linguistics (combining Classics and Linguistics), Culture, Literature and Society (American Studies, Cultural Studies, English, Gender Studies), Languages and Cultures (Chinese, French, German, Japanese, Russian, Spanish), Political Science and Communication (Mass Communication and Journalism, Political Science), Sociology and Anthropology (Sociology and Anthropology, Health Studies).

### **Tertiary Education Commission**

During the year extensive consultation was undertaken with staff, students, alumni and a wide variety of other key stakeholders (including Ngāi Tahu) in development of the Charter and the Profile required by Government through the Tertiary Education Commission. There was widespread satisfaction with the outcome and that was endorsed by TEC when the Charter, which sets out the University's mission, vision, values and charter goals, was approved for a seven-year period, until 31 December 2010.

The Profile for 2004 – 2006, which outlines our strategic plans for the next triennium, was also approved and we are currently working on the next Profile, to cover the years 2005 – 2007.

A third major project undertaken for TEC was preparation for the introduction of the Performance Based Research Fund in 2004. A research portfolio was prepared for every member of the academic staff and submitted to TEC. At the time of writing the University is awaiting the outcome of the PBRF project. This has been a huge exercise requiring a major commitment of time and University resources. However, as a research-led university with a strong international reputation for its research, the University of Canterbury welcomes the introduction of an independent assessment of research quality.



### **Economic Impact Report**

The University of Canterbury has a significant influence in the Christchurch and Canterbury community and its economy, and late in 2003 we set out to quantify the extent of the contribution the University makes. The economic impact report we undertook in conjunction with the New Zealand Institute for Economic Research revealed the total economic impact of the University on the Canterbury region was \$1.53 billion annually.

The \$1.5 billion total was made up of direct University expenditure of \$170 million, student expenditure of \$264 million and indirect and induced effects of \$498 million and \$596 million respectively. With 1500 staff and 12,748 students the University is a major player in the region's economy. In addition to the economic effect, the University is a huge repository of research and technical expertise, of physical plant and specialist equipment, and a major contributor to the human, social and cultural capital of the region.

Quantification of the extent of these contributions has been a very worthwhile project that we will repeat on a regular basis. It has helped focus our attention, and that of our community partners, on the University's role and significance regionally.

## **Research**

The University's traditional strengths in research again shone through with \$18.5 million received in external research grants, including record totals of \$6.7 million from the Foundation for Research Science and Technology (eight grants) and \$6.1 million from the Royal Society of New Zealand's Marsden Fund (13 grants), both competitively contestable funds.

Research degree performance also achieved record levels, with the completion of 184 Masters theses and 83 PhD theses. Staff research publications reached a new high with a total of 1,835 refereed publications published.

Commercialisation of University research forged ahead, with the establishment of three companies – SyFT Technology Ltd, Canterbury TX and Nanocluster Devices Ltd - to develop University-owned intellectual property.

Staff recognition came through the award of Fellowship of the Royal Society to Professor Miles Fairburn (History) and Professor Mike Steel (Mathematics and Statistics), and presentation of the RSNZ's inaugural Kidson Medal to climatologist Professor Andrew Sturman. In the Queen's Birthday Honours Emeritus Professor Graham Nuthall was made a Member of the New Zealand Order of Merit for service to Education. An unexpected honour came with the award of the Nobel Prize for Economics to a previous Visiting Erskine Fellow, Professor Clive Granger, who was on a visit to Canterbury when the award was announced.

The University itself paid tribute to two Emeritus Professors, Tom Paulay and Bob Park, for their internationally renowned contribution to the field of earthquake engineering, and the University's 2003 Research Medal was awarded to Professor Jim Coxon (Chemistry).

## **Partnerships**

Partnerships with our various communities are an important element of the University's relationships. We continue to be strongly committed to the Canterbury Tertiary Alliance, our partnership with the other Canterbury public tertiary institutions (Lincoln University, the Christchurch Polytechnic Institute of Technology and the Christchurch College of Education).

We are continuing to work actively with our local iwi, Ngāi Tahu, and cooperating with them on educational opportunities through Te Tapuāe o Rehua. We have a strong, positive relationship with the chief executive of Te Rūnanga o Ngāi Tahu, Tahu Potiki, and look forward to further joint initiatives in 2004 as we develop our bicultural partnership.

The University also formalised its links with the Christchurch City Council with the signing late in the year of a joint protocol, which provides for a number of initiatives that will commence in 2004. A meeting of the City Council was held at the University in May 2003 and the signing of the cooperation protocol was held at our city base Bellamys, in a joint celebration with Ngāi Tahu.

Many international linkages were also established and developed, including a fruitful relationship with the Chinese province of Wuhan, which has reached an agreement with our Centre for Continuing Education for the Centre to act as a trainer of its public officials. The first group of 32 such officials began a five month course in Christchurch in October.

Our alumni links continue to grow and bear fruit with some 30,000 alumni now active on our database. I had the pleasure in October of meeting our Malaysian alumni – the largest international alumni group – visiting Kuala Lumpur, Kuching and Sibul, as well as Singapore. The pride in their alma mater was very evident, and their willingness to support the University through family enrolments, business partnerships, donations and bequests very positive. Links established with the national oil company Petronas were reinforced during the visit and the presence of scores of Petronas scholarship students on campus is most welcome.

On the local front, alumni branches in Christchurch, Wellington and Auckland were active and a reunion for residents of Rolleston House attracted 255 attendees from around New Zealand and from overseas. The Canterbury Challenge quiz night, held in conjunction with the April graduation ceremonies was a highlight on the local scene.

The University of Canterbury Foundation completed its first full year having raised \$600,000 and funded projects such as purchase of a fortepiano, establishment of a child development research house and the major purchase of the on-line database, the Web of Science, for the Library.

I would like to finish by thanking the University Council for their support and commitment to strong governance. I would acknowledge in particular the personal support offered to me by the Chancellor, Dr Robin Mann. All of us in the University took great pleasure in the fact that Dr Mann was made an Officer of the New Zealand Order of Merit in the Queen's Birthday Honours, for his services to business and the community.



*Professor Roy Sharp*  
Vice-Chancellor



# The University of Canterbury

The University of Canterbury, Te Whare Wānanga o Waitaha, is New Zealand's second oldest university. 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.

The University is a diverse community of around 12,700 students and 1,500 staff. Six hundred academics engage in research and teach courses in more than 60 disciplines spread across six faculties (Business and Economics, Engineering and Forestry, Humanities and Social Sciences, Law, Science, and Visual and Performing Arts). 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 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.

## **Vision and Values**

Since its founding the University of Canterbury and its people have made a difference locally and globally. Proud of that past, we now look to the future with fresh vision that blends the best of Canterbury tradition with the innovation necessary for success in a changing world. People are crucial to this process – people who are prepared to make a difference.

We will make a difference by the diligence we bring to our studies; the passion and rigour we bring to our teaching and research; the inclusiveness and transparency we bring to our decision-making; the pride we bring to our administrative tasks; the dedication we bring to service; and the courtesy, collegiality and respect we bring to our interactions.

We will make a difference to our city, region and nation by the quality of our graduates; the relevance and excellence of our research; the inspiration of our creative arts; the positive impact of our collaboration with others; the strength of our bonds with community, business, industry, and government; and the leadership we show in Treaty, equity and environmental issues.

We will make a difference internationally by enhancing the Canterbury tradition of world-class research and scholarship; working with selected overseas institutions; providing a welcoming destination for international students, and sending out well-equipped graduates who are prepared to make their mark on the world stage.

## **Mission**

The University of Canterbury comprises its staff, students, graduates and alumni. 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." This is carried through to the Education Act 1989 and informs the mission of the University.

- Our purpose within the international community of scholars is to advance knowledge by research; to maintain and disseminate this knowledge through teaching, publications and critical debate; to confirm outcomes through the awarding and conferring of degrees, diplomas and certificates; to serve as a repository of knowledge and expertise; and to act as critic and conscience of society.
- Our purpose within the New Zealand tertiary sector is to contribute to a tertiary education system that is characterised by excellence, relevance, academic freedom and improved access for all; to work with others to enrich intellectual discourse, educational quality and research activity; and to contribute to the intellectual, cultural, social and economic life and well-being of our city, region and nation.

- Our purpose as a university of Aotearoa New Zealand, acknowledging the Treaty of Waitangi in all our activities, is to respond and contribute to the educational, research and development needs and aspirations of Māori, as tangata whenua.

### **Charter Goals**

The following institution-wide Charter goals are intended to give effect to our vision of making a difference:

- To pursue internationally recognised excellence in research, scholarship and creative arts while maintaining and strengthening our role as a centre for high quality research education and research training.
- To pursue excellence in curricula, teaching and life-long learning to a standard befitting an international research university and in a manner that will challenge and develop the capabilities, potential and intellectual independence of our students.
- To demonstrate a commitment to the Treaty of Waitangi and, by working in partnership with tangata whenua, make a significant contribution to regional and national Māori development aspirations.
- To attract and value students from a wide diversity of backgrounds; promote equal educational opportunities for disadvantaged and under-represented groups; encourage and support all students in their studies and beyond; and foster in them a sense of the University's vision and of what it means to belong to a scholarly community.
- To develop effective strategies to recruit and retain high quality staff in accordance with policies of equal opportunity, maximise their potential and reward them for effort, excellence and innovation in line with the vision of the University.
- To acknowledge the significance of Pacific peoples within New Zealand society and, by working in consultation with the Pacific community, to make a positive contribution to regional and national Pacific development aspirations.
- To develop and nurture strong collaborative and mutually beneficial links with business, industry, professional bodies and local and central government as well as our external communities, including ethnic groups, graduates, alumni, schools, other tertiary institutions and research organisations.
- To strengthen the links between the University and Asia as they are expressed in our staff profile, student body, research and teaching programmes and our engagement with Asian communities in Christchurch and beyond.



- To develop a broad base of international student enrolments and strengthen our affiliations and collaborative partnerships with selected overseas educational institutions, research institutions and businesses.
- To provide responsive and cost-effective management, administrative and support services in order to ensure that the responsibilities of the University are discharged efficiently and effectively within the resources available.
- To pursue equity and environmental sustainability in all of the University's activities.

All of these Charter Goals are of equal significance.

For the purposes of this document tangata whenua means (i) iwi katoa (all Māori) in a general sense; and (ii) in a specific sense, Ngāi Tahu within the takiwa of Ngāi Tahu Whanui.

# Statement of Responsibility

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

- We have been responsible for the preparation of these financial statements and the judgements used therein; and
- 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
- We are of the opinion that these financial statements reflect fairly the financial position and operations of the University for the year ended December 31, 2003

*B. R. Mann.*

Chancellor

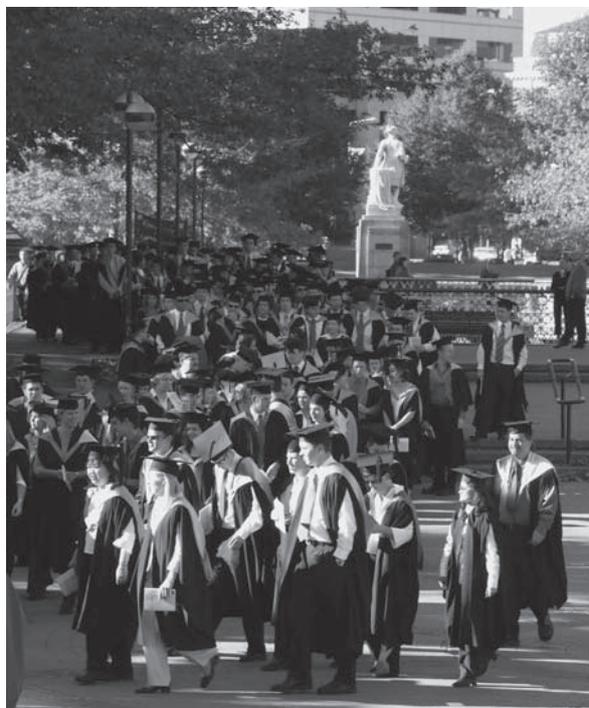
*R. Shep*

Vice-Chancellor

*Jim Gregg*

Chief Operating Officer

Date: 19 March, 2004



## The Canterbury Tertiary Alliance

The University of Canterbury is committed to developing collaborative relations with other tertiary providers. Indicative of this is our involvement in the Canterbury Tertiary Alliance (CTA) an initiative that fits well with the desire of the Government to see greater collaboration among tertiary institutions.

The Canterbury Tertiary Alliance was created in 2001 with the formal signing of a deed of cooperation between the University of Canterbury, the Christchurch Polytechnic Institute of Technology (CPIT) and the Christchurch College of Education (CCE). In 2002 these three founding institutions were joined by Lincoln University. This alliance cemented the constructive working relationship that existed between the public tertiary institutions in and around Christchurch prior to 2001. While each Alliance member retains its autonomy, there is a joint commitment to openness and collegiality that will ensure Christchurch's four main tertiary providers develop tertiary education choices and services in a complementary way. Members of the alliance meet regularly and are currently working on a variety of projects, including programme development and delivery, credit transfer, marketing, joint purchasing, coordination of library services and e-Learning and staff training. The goal in these and other related projects is to maximise cooperation in best practice, cost efficiencies and collegiality for the benefit of staff and students.



# Management of the University

## Senior Management Team

<b>Member</b>	<b>Responsible for</b>	<b>Committees</b>
<i>Vice-Chancellor</i>		
<i>Deputy Vice-Chancellor</i>	Deputy for Vice-Chancellor Bicultural Partnership Research Office Quality Assurance Strategic Policy Advice	Academic Board Research Academic Staffing
<i>Pro-Vice-Chancellor (Academic)</i>	Academic Services Deans Discipline and Grievance Equal Educational Opportunity Educational Research and Advisory Unit	Academic Administration Equal Educational Opportunities Teaching and Learning
<i>Pro-Vice-Chancellor (Enterprise and International)</i>	International Office Intellectual Property/Technology Transfer Continuing Education	International Canterprise Board Board of Continuing Education
<i>Pro-Vice-Chancellors (Colleges and School of Law)</i>	Academic Units	College executive
<i>Director of Human Resources</i>	Human Resources Early Childhood Learning Centre UNICORN (After School)	Health and Safety
<i>Director of Business and Finance</i>	Financial Services Facilities Management Information Technology Library Communication and Development Liaison and Marketing Planning and Institutional Research Unit Risk Management Commercial Services and Contracts	Budget Advisory Facilities Advisory Library Committee Information Technology
<i>Registrar</i>	Compliance and Legal Liaison Secretary to Council Secretary to SMT Student Services Health Centre Sport and Recreation Centre	General Staff Advisory

# Staff Movements and academic visitor numbers

The Erskine Awards programme, now in its 45th year, approved funding for 68 visits from overseas academics including three visitors under the recently established Oxford/Canterbury Exchange Programme. Twenty University of Canterbury staff were awarded Erskine Grants for overseas leave and, in addition, many other academic staff travelled internationally on study and conference leave.

The foundation stone for the above awards 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 GBP250,000 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 academic staff members in the same subject areas to top institutions overseas.

In terms of academic staff changes, there were 35 new continuing appointments, 10 retirements and 1 death.

<i>Staff Member</i>	<i>Academic Unit *</i>	<i>Appointed</i>
Dr Anne Potts	Culture Literature and Society	1 January
Mr Michael Barutciski	Law/Political Science and Communication **	6 January
Dr Shayne Gooch	Mechanical Engineering	6 January
Dr Elijah Van Houten	Mechanical Engineering	6 January
Dr Simon Clarke	Philosophy and Religious Studies	6 January
Professor Michael Robb	Communication Disorders	6 January
Dr Neil Boister	Law	8 January
Dr Ida Toivonen	Classics and Linguistics	20 January
Dr Simon Cross	Political Science and Communication	1 February
Dr Andrew Bainbridge-Smith	Electrical Engineering	3 February
Mr James Pearce	Geography	3 February
Dr Cita Wood	Management	7 February
Dr Erica Dalziell	Civil Engineering	25 February
Dr Dominic Lee	Mathematics and Statistics	1 April
Dr Rachel Payne	Languages and Cultures	7 April
Mr Bernard Walker	Management	7 May
Dr Kevin Voges	Management	19 May
Dr Carolyn Morris	Sociology and Anthropology	19 May
Dr Rajesh Dhakal	Civil Engineering	21 May
Dr Barbara von Tigerstrom	Law	1 June
Dr Andre Dantas	Civil Engineering	2 June
Dr Edward Mayer	Culture, Literature and Society	3 June
Ms Nikki Evans	Social Work	16 June
Ms Annabel Taylor	Social Work	16 June
Dr Laura Lopez-Fernandez	Languages and Cultures	16 June
Mr Lindsey MacDonald	Māori	1 July
Dr Timothy Davies	Geology	1 August
Dr Robert Peffers	Management	8 August
Dr Mary Wiles	Theatre and Film Studies	18 August
Dr Tanya Percival	Political Science and Communication	1 September
Mr Luke Wood	Fine Arts	1 November
Dr Eric Crampton	Economics	17 November
Mr Rawiri Taonui	Māori	17 November
Mr Stuart Hoar	Culture Literature and Society	1 December
Mrs Nicola Petty	Management	1 December

\* Reported according to 2004 College structure

\*\* A joint appointment

<b>Staff Member</b>	<b>Academic Unit *</b>	<b>Retired</b>
Dr Alexander Baird **	Languages and Cultures	31 May
Dr David Watson	Electrical Engineering	1 January
Dr Livia Wittmann	Culture, Literature and Society	4 January
Dr Gordon Spence	Culture, Literature and Society	19 January
Dr William Baritompa	Mathematics and Statistics	1 June
Mr Edward Bracey	Fine Arts	12 July
Mr Graeme Purchas	Accountancy, Finance and Information Systems	5 October
Dr Roderick Syme	Physics and Astronomy	1 November
Dr Kevin O'Meara	Mathematics and Statistics	20 December
Professor John Blunt	Chemistry	31 December
Mr John Cousins	Music	31 December

• Reported according to 2004 College structure

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