

Strategic Objective 1

Financial Viability

Continue to ensure that the University's Financial Recovery Plan is fully implemented and monitored

Strategic Targets 2004

1.1 Review and redevelop the Financial Recovery Plan in line with 2003 actual results.

Achievements

Work on reviewing and redeveloping the University's Financial Recovery Plan (FRP) was completed on schedule during the year. This was done in line with 2003 actual results. Assumptions underlying the Financial Recovery Plan were reviewed, a forecast model for scenario planning was finalised and a final version of the redeveloped Financial Recovery Plan was prepared. The redeveloped Plan informed reporting activities during 2004. It was also used in developing Key Performance Indicators for Profile 2005-2007 and in the preparation of the University's budget for 2005. The redeveloped Plan was formally signed off by the Chief Operating Officer in December.

1.2 Continue to constrain costs in line with the Financial Recovery Plan.

Steps taken to constrain costs in 2004 included the following: (1) Minimise operational borrowings - no new borrowings were made during 2004; (2) Produce an annual surplus of at least \$4.6 million - the annual surplus for 2004 was \$6.086 million; (3) Exert control over operating expenditure - at year-end the ratio of net cashflow from operations was 117%, in line with the planned-for target of 117%; (4) Improve cash position - the cash position improved from \$8.3 million (2003) to \$12.9 million (2004); (5) Focus on EFTS growth - total EFTS returned to the Ministry of Education for 2004 represented a 2.8% increase over the equivalent figure for 2003; (6) Focus on loss-making areas - College and Service unit budgets were monitored closely during the year and adjustments made where necessary; (7) Further develop business units - currently the University has three University Trading Enterprises with a fourth in prospect; (8) Achieve a positive return on equity - the return on equity target of 1.65% was achieved by the end of the year; (9) Examine bulk purchase and asset management opportunities - possibilities were explored during the year, particularly with Christchurch College of Education in the area of postage and courier services, and some savings were achieved; and (10) Provide quality management financial information - improvements have been made in the quality of financial reporting to the Senior Management Team and Council.

1.3 Continue to shift the makeup of the portfolio of external research and other earnings from contracts and consultancy toward a greater diversity of sources.

As a step towards achieving this target the goal was set of increasing the number of Canterbury staff in order to improve the capture of intellectual property commercialisation opportunities and to increase the number of research contracts with business and industry. Early in the year three key Canterbury appointments were made – a replacement Chief Executive, a new Senior Investment Manager and a replacement Finance Manager/Executive Assistant to the CEO. Two more staff were later added, a Business Development Manager and a Company Lawyer. Following appointment in May 2004 the new Chief Executive restructured the roles of the Canterbury business managers in order to offer a more focused service to University academics and industry partners. Following this, commercial/research partnership opportunities with small-to-medium enterprises (SMEs) and large corporations (e.g., Meridian, GE, ASCO etc) were vigorously explored with some success. During 2004 Canterbury increased its activities of spinning off high-tech, high-value venture businesses from the University with credible cornerstone investors and industry partners.

1.4 Review and reduce staff costs to match them with resources available in the Financial Recovery Plan and in line with TAMU guidelines – 60% of operating expenditure.

Regular reviews of funding for staffing were carried out during the year. To help with this process a working group was set up consisting of staff from Human Resources, Finance and the Planning and Institutional Research Unit. This group helped establish a framework for reporting on and monitoring staff costs. Following on from this, improved mechanisms for reporting staffing information to the Senior Management Team and to Council were developed and implemented. During 2004 staff costs were constrained to 60% of operating expenditure. This was in line with guidelines set by the Tertiary Advisory Monitoring Unit. Once final salary and wage settlements across the sector are ratified, all aspects of staff agreements within the University will be reviewed.

<i>Performance Indicators</i>	<i>2002</i>	<i>2003</i>	<i>2004 Forecast</i>	<i>2004 Actual</i>
Total EFTS Returned to the Ministry of Education	11 519	12 388	12 678	12 731
Domestic Fee Paying EFTS (including Australian EFTS)	10 267 89% EFTS Total	10 387 84% EFTS Total	10 660 84% EFTS Total	10 347 81% EFTS Total
Full Fee Paying EFTS (excluding Foreign Thesis EFTS)	1 191 11% EFTS Total	1 905 15% EFTS Total	1 908 15% EFTS Total	2 264 18% EFTS Total
Foreign Thesis EFTS	61 0.5% EFTS Total	96 1% EFTS Total	110 1% EFTS Total	120 1% EFTS Total
Student fee increase - international (average across the bands)	10%	0%	1.8%	1.4%
Government grant increase	5.1%	6.4%	3.2%	3.2%
Increase/(decrease) in total staff budget ¹	(4.0%) [(4%) FRP]	5.2% [3% FRP]	3.0%	5.7% [3% FRP]
Staff costs as a % of University operating expenditure	61.3%	60%	61%	60%
Net Operating Surplus	\$1.3m [\$0.25m FRP]	\$3.4m [\$2.1m FRP]	\$4.3m	\$6.086m [\$4.3m FRP]
Return on Income	0.2%	2%	2.5%	3.3%
Cash Balance (borrowings) as at 31 December	(10.7m) [(\$16.6m) FRP]	(\$3.7m) [(\$9.1m) FRP]	(\$2.7m)	\$2.4m [(\$2.7m) FRP]
Net Operating Cash Flow	\$19,502,000 [\$22.2m FRP]	\$25,286,000 [\$23.7m FRP]	\$27,499,000	\$26,271,000 [\$27.5m FRP]
External research income received ²	\$10.5m	\$11.4m	\$20m	\$10.5m ³

¹ In Interim Profile 2004-2006, the forecasts for 2004 and 2005 assumed the continuation of enterprise-based Collective Employment Agreements.

² When Interim Profile 2004-2006 was being drafted the impact of the Performance-Based Research Fund (PBRF) for 2004 and 2005 had still to be assessed.

³ See the commentary text for Risk Item 3 following.

Risks

1. Enrolment targets set in the Financial Recovery Plan and other Strategic Objectives are not met.

2. Funding changes are not achieved because of changes in the Government's research funding model that disadvantage the University of Canterbury.

3. External research earnings are not achieved.

4. Costs, especially staff costs, are not constrained within the Financial Recovery Plan guidelines.

Funding and Budget Implications

1. Targeted funding from within existing marketing and liaison budgets will be needed to recruit additional EFTS.

2. Additional funding and staffing will be needed in the Research Office to seek increased research funding.

Commentary

By the end of the year total EFTS returned to the Ministry of Education were on target with a 2.8% increase over the 2003 return. The increase was attributable to an increase in Full Fee Paying foreign EFTS. Ministry funded EFTS were 0.6% lower than budgeted and 0.2% lower than 2003.

Changes to the Government's research funding model in the shape of the Performance-Based Research Fund didn't have an adverse impact on the University's income for 2004. Official published figures from the Tertiary Education Commission reveal that had PBRF not been introduced, the University would have received \$17,777,164 in "research top-up" from student component funding in 2004. As it was the University received \$18,159,125 from the PBRF exercise, a net gain of \$381,962.

Actual research earnings achieved for 2004 were \$15.1 million, which was just below budget. However, a one-off accounting adjustment due to a change in research income recognition policy resulted in a \$4.6 million reduction to these actual earnings, hence the figure of \$10.5m recorded in the performance indicators against "external research income received" for 2004. A fuller explanation is provided in note 14 in the financial statements.

The risk here was associated with devolution of responsibility for staffing to Colleges. Monitoring systems were developed to handle this, supplemented by monthly reports to the Vice-Chancellor and Senior Management Team as well as detailed reporting to Colleges. This requires further development and agreed budget sanctions.

Commentary

A brief marketing campaign was mounted in Auckland City using targeted strategic funding. The impact has yet to be measured but early indications are positive. Two positions in Auckland will be developed and filled in 2005.

During 2004 a new Director was appointed to the Research Office and approval was given for two new Research Grant Consultant positions. These were filled during December.

Strategic Objective 2

Research and Scholarship

Develop and implement a University Research Strategy which will support and grow a two-component model of research activity - research excellence across a broad spectrum of traditional strengths in fundamental research, combined with a wide range of applied research and strongly developing areas of industry-linked research and technology commercialisation

Strategic Targets 2004

2.1 Implement the University's Research Strategy.

Achievements

Work on the University's draft Research Strategy was completed during the year following consultation with staff and sign-off by the Research Committee. After being considered by the Senior Management Team the document was referred to College executive committees for comment and was discussed by the Academic Board at its meeting on November 17. Further development has been deferred pending the arrival of the new Deputy Vice-Chancellor (Research).

2.2 Introduce the Performance-Based Research Fund (PBRF).

PBRF results were released by government in April. The University did extremely well both in terms of quality ranking and dollar income achieved. A working group of the Senior Management Team was then set up to begin formulating a PBRF strategy for the University which would guide preparations for the next round of PBRF submissions. An internal allocation mechanism was developed for distributing PBRF funds and this was taken into account in developing the University's budget for 2005.

2.3 Become partners in either further CoRE bids, should they eventuate, or joint consortia.

Early in the year plans were developed to work with the Tertiary Education Commission (TEC), Canterbury Development Corporation (CDC) and local industry to set up an Information Communication Technology (ICT) Centre of Excellence based either at the University or in the locality of the University. Given the government's decision not to proceed with further Centres of Excellence, this proposal was eventually superseded by the development of a bid under the Partnerships for Excellence scheme to establish an ICT Innovation Institute at the University. The application was lodged with the Tertiary Education Commission on December 6, 2004. The outcome will not be known until 2005.

2.4 Establish a joint Ngāi Tahu – University of Canterbury Research Centre.

This was subject to ongoing discussion with the Chief Executive of Ngāi Tahu during the year. By year's end a resolution had still not been reached on the desirability of setting up a joint Research Centre. The matter has been left in abeyance pending the arrival of the new AVC Māori in February 2005.

2.5 Develop new formal relationships between the Macmillan Brown Centre and two Pacific universities, involving enhanced teaching programmes and a doubling in the number of hosted research fellows.

During the year reciprocal relationship discussions were held between the Macmillan Brown Centre for Pacific Studies and a number of universities with a view to exchanging Memoranda of Understanding and thus enhancing the University's Pacific Studies programme. The universities concerned were the Université Polynésienne Française, the University of the South Pacific, the Australian National University Research School of Pacific and Asian Studies (RSPAS), the University of Hawaii, the Université de la Nouvelle Calédonie and the University of California Irvine. In some instances MOUs were exchanged, in others they are still under negotiation. During 2004 the Macmillan Brown Centre hosted seven research scholars for the equivalent of 30 months in total, an increase over the 2003 figure of six scholars for the equivalent of 20 months in total. Visiting scholars were additional to this.

2.6 Complete protocols and project management arrangements for collaborative activities with local and regional government bodies, and with both the Canterbury Electronics Cluster, and a biosciences/biotechnology research cluster.

During the year Canterprise staff worked closely with Canterbury Development Corporation (CDC), Trade and Industry NZ, the Tertiary Education Commission (TEC), Canterbury Innovation Incubator (Cii), Ngāi Tahu Holdings and ICT companies to develop areas of research and technology collaboration/commercialisation. In conjunction with this consideration is being given to developing protocols and project management arrangements for collaborative activities and extending the scope of these to encompass work with local and regional government bodies.

2.7 In consultation with tangata whenua, identify a range of graduate research programmes to be targeted for an increase in Māori enrolments in 2005 and beyond.

This was subject to ongoing discussion with Ngāi Tahu and Ngāi Tuahuriri. The appointment of Sir Tipene O'Regan as AVC Māori from February 2005 will facilitate further development of this initiative.

2.8 Ensure that external research earnings will have been increased to at least \$20 million by December 2004.

As explained in the Financial Viability section (risk item 3), actual research earnings for 2004 were \$15.1 million. A one-off accounting adjustment that had to be made, however, due to a change in research income recognition policy, led to a \$4.6 million reduction, giving a final result of \$10.5 million. Although less than the planned-for target of \$20 million this nevertheless represented a significant increase from the previous year. Examples of success here included six contracts with the Royal Society of New Zealand Marsden Fund; seven NZ Science and Technology Postdoctoral Fellowships; funding from American Society of Laser Medicine and Surgery, Neurological Foundation, International Science and Technologies Linkages Fund, Lottery Grants Board, and Tertiary Education Commission.

By the end of September 2004 Canterprise had already reached its 2003 year-end research revenue total. This increased to \$6,249,772 by the end of the year. This was slightly lower than what had been budgeted for or forecast for 2004. In large part this was due to unrealised sell-down of equity in spin-out companies which is now expected to take place during 2005.

Key to increasing external research income has been an emphasis on enhancing staff capability within Canterprise and the Research Office. Canterprise developments in this regard have been reported earlier (see 2.6 above). As far as the Research Office is concerned, a replacement Director was appointed during the year as were two additional Research Grant Consultants. With new senior staff in place discussions were held during the year to ensure closer working relationships between Canterprise, the Research Office and the new Colleges. Strategic plans were also developed by Canterprise and the Research Office to help sharpen the focus on increasing external research earnings. Enhanced staff capability and a sharper focus on strategic planning will improve the ability of the University to apply for external research funding in 2005.

<i>Performance Indicators</i>	<i>2002</i>	<i>2003</i>	<i>2004 Forecast</i>	<i>2004 Actual</i>
<i>Number of substantial joint university/industry research centres and research consortia</i>	0	3	3	3
<i>External research income received⁴</i>	\$10.5m	\$11.4m	\$20m	\$10.5m
<i>UC funded postdoctoral fellowships available</i>	10	10	10	10
<i>Postgraduate research EFTS</i>	861 7.5% EFTS Total	950 7.7% EFTS Total	950 7.5% EFTS Total	984 7.7% EFTS Total
<i>Māori postgraduate research EFTS</i>	31.1 0.3% EFTS Total	34.5 0.3% EFTS Total	36.3 0.3% EFTS Total	35.6 0.3% EFTS Total

Risks

- Poor performance by University researchers in PBRF exercise.*
- Not achieving industry/local government research-related links.*

Commentary

This risk did not eventuate. The University performed well in the PBRF exercise being rated a close second to Auckland University in relation to research quality.

A review of industry links took place during the year. Industry links involving Canterbury, the Research Office and Colleges are being strengthened as a result.

Funding and Budget Implications

- Introduction of PBRF will require strategic investment in staff and systems, especially a research management information system (MIS).*
- A commitment to full engagement in joint research projects with local government and industry will require the allocation of resources.*
- On a positive note, the University may attract significant PBRF income and joint research contracts with local government and industry.*

Commentary

The Research MIS project was put on hold during the year. A document handling system is being considered as an alternative.

The requisite resources were made available.

PBRF income results were positive for the University. The outcome of this first PBRF exercise is expected to lead to further growth and additional income in due course.

⁴ When Interim Profile 2004-2006 was being drafted the impact of the Performance-Based Research Fund (PBRF) for 2004 and 2005 had still to be assessed.

Strategic Objective 3

Teaching and Learning

Refine and articulate a distinctive portfolio of teaching programmes for the University

Strategic Targets 2004

3.1 Begin to develop an agreed teaching portfolio of special emphasis based around key research strengths.

3.2 Include strategic resources to support programmes of special emphasis in the 2004 budget, and identify indicative resourcing needed for 2005.

3.3 Complete four programme reviews and ensure that review panels include stakeholders and members of professions.

3.4 Complete the first set of credit transfer agreements with the Christchurch Polytechnic Institute of Technology (CPIT), Aoraki Polytechnic, Nelson-Marlborough Institute of Technology and Tai Poutini Polytechnic.

Achievements

Plans that were put in place to help achieve this target during 2004 included: reviewing existing College curriculum profiles and updating these where appropriate; ensuring that each College identified teaching areas which reflect key research strengths; and ensuring each College identified areas of particular research strength which have no current teaching programmes associated with them and gave thought to potential undergraduate or postgraduate programmes which might be developed in 2005. The interconnection between teaching and research continues to be explored, confirmed and consolidated as part of College strategic planning. Proposals for new qualifications for 2005 and 2006 have been confirmed and were included in Profile 2005-2007 which was submitted to the Tertiary Education Commission in October 2004.

Strategic and Contingency Funds were included in the 2004 budget to support programmes of special emphasis but further work on the target was overtaken by the development of Colleges and the devolution of budgets. This responsibility now sits with the Colleges. Programmes of special emphasis will be decided by the Senior Management Team subject to discussion.

During the year the following programme reviews were carried out: a review of the Postgraduate Diploma in Clinical Psychology; a review assessment of the Jazz programme within the MusB (required by CUAP); and CUAP graduating year reviews for the BA (Hons) in Anthropology and the programme in Mathematics and Logic. In each case, stakeholders and members of the profession were consulted as part of these reviews. A pan-University Academic Programme Plan is being developed that will identify new programme developments over the coming three years and set out a schedule for academic programme reviews.

A policy document ("UC Guiding Principles for Credit Transfer for Students from NZ Institutions") was drafted and approved by the Academic Board on 17 March 2004. Alongside this a Canterbury Tertiary Alliance document ("Framework on Credit Transfer") was finalised, ratified by the CTA Executive (March, 2004) and subsequently endorsed by each of the partner institutions. These documents have guided discussions on credit transfer arrangements with other institutions.

Potential pathways were identified for articulation with Christchurch College of Education (CCE), Christchurch Polytechnic Institute of Technology (CPIT), Nelson-Marlborough Institute of Technology (NMIT), Tai Poutini Polytechnic and other South Island polytechnics. Five articulation pathways were identified between Christchurch College of Education's School of Business and the University's College of Business and Economics (BSEC). Discussions continue.

Discussions with Christchurch Polytechnic Institute of Technology (CPIT) revolved around developing an articulation pathway from the Polytechnic's level 6 National Diploma in Science to the University's Bachelor of Science. While progress was made during the year it is likely that this arrangement will not now eventuate until 2005.

Discussions with Nelson-Marlborough Institute of Technology (NMIT) revolved around developing an articulation pathway from the Institute's level 5 National Diploma in Science to the University's Bachelor of Science. An articulation agreement confirming this pathway was formally signed off in May 2004.

Early in the year a Memorandum of Understanding between Tai Poutini Polytechnic and the University was developed to demonstrate the University's commitment to engaging with the Polytechnic on potential pathways. By year's end, however, the MOU had still to be ratified. The development of formal articulation arrangements with other South Island polytechnics has been held in abeyance until arrangements currently under discussion (CCE, CPIT and Tai Poutini) are concluded.

3.5 Review and restructure the Educational Research and Advisory Unit (ERAU).

Early in the year the Educational Research and Advisory Unit was renamed the University Centre for Teaching and Learning (UCTL). Initial work on reviewing the Unit was completed mid-year but a formal review has had to await the appointment of a new Director. The appointee arrived in December and a review is planned to begin in January 2005.

3.6 Establish an e-Learning centre, identify areas of flexible delivery need and assist development of WebCT provision in those areas.

A working party from the Senior Management Team was set up to guide this project but progress was held up pending the appointment of a Director for the University Centre for Teaching and Learning. Consideration was given to relocating staff from the Information Technology department to UCTL to support the e-Learning initiative but it was subsequently decided not to proceed with this. In the meantime an external review of e-Learning support needs took place in November. A draft of the review report was received in December with the final report expected in January 2005.

Performance Indicators	2002	2003	2004 Forecast	2004 Actual
Offering of Undergraduate courses:				
First semester	343	367	380	466
Second semester	341	380	380	512
Whole year	344	323	335	345
Summer programme	50	80	60	80
Total offered	1 078	1 150	1 155	1 403
Web-based or partly web-based courses (Note: Some of these are cross-coded courses)	112	280	400	460
Courses taught off-campus	10	9	10	10
Number of programme reviews carried out	-	-	4	4
Focused spending on strategic academic initiatives	Nil	Nil	\$0.5m	Nil
Mean score on teaching surveys (scale 1-5, where 5 = strong satisfaction)	3.9	4.1	4.0	4.1
Teaching Development Grants	5	7	5	8
Teaching Conference Awards	12	11	12	12
Teaching Awards	10	9	10	7
New specialist programmes with strong research links ⁵	4	3	8	7

⁵ These figures relate to the first year in which these new courses were taught.

2002: (1) A new postgraduate major in History and Philosophy of Science; (2) a new Masters in Art Theory; (3) a new ME and postgraduate diploma in Transportation; (4) a new Masters degree in Social Work.

2003: (1) a new postgraduate major in Cultural Studies; (2) a new postgraduate major in European Studies; (3) a new postgraduate major in Mass Communications.

2004 Forecast: (1) and (2) new majors in Medical Physics and Medical Physics (Clinical); (3) a new postgraduate diploma in Tertiary Teaching; (4) and (5) two new Masters degrees in International Law and Politics; (6) a new BE(Hons) in Mechatronics; (7) a new BA major in Human Services; and (8) a Graduate Certificate in Art Curatorship.

2004 Actual: As for 2004 Forecast except for the Graduate Certificate in Art Curatorship which has yet to be offered.

Risks

1. Actual and indicative strategic resources not available in 2004 to 2005 period.

2. Loss of staff in key programme areas, through retirement or resignation, leading to EFTS loss through not being able to offer courses.

Commentary

The risk did not eventuate since strategic resources were available.

The risk did not eventuate. There was no sign of significant academic staff losses during the year but the age profile of academic staff means that this will need to be monitored carefully. It is recognised that Colleges will play a key role in this.

Funding and Budget Implications

1. \$0.5 million provided for focused spending on strategic academic initiatives in 2004, increasing to \$2 million in 2005.

Commentary

This funding was primarily made available to aid semesterisation and the teaching of courses outside of "normal" hours. During 2004, however, no use was made of strategic funding for these purposes. A further focus on semesterisation is required.

Strategic Objective 4

Community Engagement

Enhance and advance engagement by the University with members of the Canterbury Tertiary Alliance, bilaterally with the Christchurch College of Education and with the community and selected research, industry and local government partners

Strategic Targets 2004

4.1 Continue the coordination of key support services among CTA partners throughout 2004.

4.2 Renew the contract between Christchurch College of Education and the University of Canterbury for the teaching of the Bachelor of Teaching and Learning degree (BTchLn) from January 2004 until such time as is agreed, or for 5 further years (to December 2008).

4.3 Successfully negotiate the concept of increased alignment of services between Christchurch College of Education and the University to mutual advantage with combined services identified and implemented.

Achievements

The coordination of the provision of IT services, equipment and software between Canterbury Tertiary Alliance partners continued during 2004 with IT directors meeting quarterly to discuss potential areas for further collaboration. This included the issuing of a preferred supplier Request for Proposal (RFP) for printers and copiers. Further initiatives are being pursued.

A proposal was accepted for the establishment of a CTA working party to develop a combined waste-elimination programme. Working parties were subsequently established at each CTA institution to progress the waste minimisation plan on their respective campuses. Monthly coordination meetings were held leading up to a programme presentation towards the end of 2004. This initiative continues to be worked on.

Among CTA partners the University has a special relationship with the Christchurch College of Education (CCE). During 2004 the key focus of discussions between the College and the University was the merger of their respective Facilities Management services. This formally came into effect on July 12, 2004 when, after discussions with staff and unions, CCE Facilities Management staff were transferred to the University. Following this a Memorandum of Agreement was signed between the University and the College outlining the provision of FM services to CCE. The first new joint UC/CCE contract for services has been negotiated for lift maintenance achieving a 28% reduction in costs to the College resulting from the combination of the two campus volumes of work. The University's Facilities Management department assisted the College in the development of its 2005 facilities-related budget and capital plan. Beyond this it has been agreed that the closer coordination of Library and IT services are to be considered as priorities for the University and the College in 2005.

The contract between Christchurch College of Education and the University for the teaching of the Bachelor of Teaching and Learning degree (BTchLn) was renewed for five years from the beginning of 2004. The arrangement continues to be monitored by means of regular meetings between College and University staff.

Following the merger of Facilities Management departments (see 4.1 above), discussions on the future alignment of services between the University and the College have concentrated on two areas - Library and IT services. Other areas for immediate alignment have been identified as marketing and the management of research. Beyond this, further developments between the University and the College of Education have led to increased discussions on a possible formal merger of the two institutions.

4.4 Establish an advisory group to guide the University's relationship with Pacific communities.

The concept of a Pacific Peoples' Advisory Group and its potential membership was discussed with Pacific community representatives early in the year. The concept was endorsed, membership was agreed and the first meeting of the Advisory Group took place in October 2004. A key item for discussion at this meeting was the University's Profile for 2005-2007 and the place that engagement with Pacific communities played in the University's strategic targets. Comment and feedback was received. A profile of Pacific students at the University over the period 1999 to 2004 was prepared for this first meeting of the Advisory Group. This represents the first stage of monitoring and reporting on the profile and performance of Pacific students at the University. Meanwhile engagement with Pacific communities has been included in the Law School's draft strategic plan and work on developing relationships has begun. Discussions have also taken place between the PVC Arts and the Director of Macmillan Brown with the aim of incorporating engagement with Pacific communities into the strategic planning of the College of Arts and also within the Equity and Diversity portfolio, held by the PVC Arts.

4.5 Play a leadership role in the establishment of Adult and Community Education (ACE) Networks in Canterbury.

University involvement in establishing Adult and Community Education (ACE) networks in Canterbury continued throughout the year. The Director of Continuing Education has worked closely with local Tertiary Education Commission (TEC) staff to facilitate this. During the year the Community Education manager was elected to the national executive of ACE Aotearoa. The Director of Continuing Education continues to be a member of the Tertiary Education Commission's reference group on Adult and Community Education. These and other involvements ensure that the University's Continuing Education staff continue to play a key leadership role in establishing ACE networks in the region.

Performance Indicators	2003	2004 Forecast	2004 Actual
Enhance and advance community engagement (iwi, alumni, the wider community and with selected research, industry and local government partners)	Consultation meetings held in conjunction with Charter and Profile preparation	Stakeholder advisory groups set up for each of the new Colleges Begin to implement priority actions from the UC-CCC protocol ⁶ An advisory group established to guide the University's relationship with Pacific communities	This is in process Selected priority items have been actioned The Pacific Peoples' Advisory Group has been formed
Relationship with Canterbury Tertiary Alliance partners	Not reported on	Coordination of key support services among CTA partners continued throughout 2004	This was achieved, particularly in the areas of Information Technology and Facilities Management
Relationship with Christchurch College of Education	A recommendation on merged FM functions between the University and the College was completed by the end of the year. An implementation plan was developed in consultation with staff and unions. Negotiations on the BTchLn contract were completed by the end of July 2003.	BTchLn contract renewed from January 2004 Concept of enhanced alignment of services and selected academic programmes agreed upon	The BTchLn contract was renewed Enhanced alignment of services and academic programmes has been pursued

⁶ These priority actions include liaison with Ngāi Tahu, a joint scholarship programme for research degrees, a public lecture series, short courses and conferences relevant to the local government sector, liaison between the City Council and the University's new Colleges, appointments onto academic Advisory Boards, Council meetings being held at each other's venues and collaboration on research initiatives.

Risks

1. Failure to get agreement of all Canterbury Tertiary Alliance partners to the rationalisation of key support services.

2. Failure to progress joint academic initiatives.

3. Events beyond the control of either the College of Education or the University overtake the move towards greater cooperation and coordination.

Funding and Budget Implications

1. Funding needed for CTA support.

2. CTA growth will require staffing assets.

3. University Council and management time will need to be set aside to further develop the relationship with Christchurch College of Education.

Commentary

This risk did not eventuate. Facilities Management rationalisation occurred between the University and Christchurch College of Education (CCE) during 2004. Other areas are under active consideration. Progress has been made with the provision of IT services, equipment and software.

This risk did not eventuate. Joint academic initiatives with CTA partners did not meet any significant problems during 2004.

This risk did not eventuate. Cooperation between the University and the College of Education continued throughout the year and links remain strong. The appointment during the year of a new College Principal further facilitated this.

Commentary

Funding was available during the year to support CTA initiatives.

A CTA Coordinator was appointed during the year to take care of administrative functions on behalf of the Alliance. This was a joint appointment.

Sufficient and significant time was given over to this during the year. There was a pause in contact during the period when the new College Principal was being appointed but discussions were then resumed.

Strategic Objective 5

Treaty of Waitangi

Put in place more effective means of partnership with tangata whenua⁷ and make an increased contribution to regional and national Māori development aspirations

Strategic Targets 2004

5.1 Formalise the appointment of a senior Māori member of staff to the Senior Management Team.

Achievements

A senior Māori member of staff was retained on the Senior Management Team in an interim capacity for the duration of 2004 pending the outcome of discussions with Ngāi Tahu and Ngāi Tuahuriri on the appointment of an Assistant Vice-Chancellor Māori. In October Sir Tipene O'Regan was confirmed as the new AVC Māori and will take up the position in February 2005.

5.2 Establish a Treaty of Waitangi Advisory Group.

Membership of the Treaty of Waitangi Advisory Group was finalised early in the year following discussions with Ngāi Tuahuriri and Ngāi Tahu. A first meeting of the Advisory Group was held in June. It is hoped that the arrival of Sir Tipene O'Regan to take up the AVC Māori role in February of 2005 will assist the further development of the Treaty of Waitangi Advisory Group.

5.3 Seek an amendment to the gazetted composition of the Council to allow for the appointment of a member following consultation with Ngāi Tahu.

A discussion paper proposing an amendment to the composition of the Council was prepared for Council to consider at its February meeting when the proposal was endorsed. A submission was then sent to the Associate Minister of Education (Tertiary Education) in March and the proposal was subsequently approved. The formal notification of the change to Council membership was gazetted on November 4, 2004.

5.4 Negotiate with Ngāi Tahu on the content and implementation of the Te Tapuāe o Rehua Guidelines for Tertiary Education Partners.

The Te Tapuāe o Rehua guidelines were the subject of ongoing discussion during the year. A revised guidelines document was prepared by the new CEO of Te Tapuāe o Rehua. This was discussed by the Te Tapuāe Board before being subsequently approved. The document will now provide a basis for engagement with tertiary education partners in 2005.

5.5 Establish a joint Ngāi Tahu – University of Canterbury Research Centre.

As reported earlier (see 2.4), the establishment of a joint Ngāi Tahu – University of Canterbury Research Centre was subject to ongoing discussion during the year. By year's end a resolution had still not been reached on the proposal with the matter being left in abeyance pending the arrival of the new Assistant Vice-Chancellor Māori in February 2005.

5.6 In consultation with tangata whenua, decide on the most appropriate academic and organisational structures to meet the needs of Māori within the University.

Following discussions with Ngāi Tahu and Ngāi Tuahuriri progress with this proposal was deferred until the arrival of the new Assistant Vice-Chancellor Māori in 2005.

5.7 In consultation with tangata whenua, identify a range of undergraduate and graduate programmes to be targeted for an increase in Māori enrolments in 2005 and beyond.

Key stakeholders were identified early in the year and were consulted on appropriate Māori recruitment strategies. Discussions were also held with College staff on ways in which they could help recruit Māori students. The new Māori Student Advisor and the Māori Liaison Officer played key roles in this. Marketing and promotional materials relevant to Māori were developed by the Liaison and Recruitment Unit and in some instances were distributed nationally. Particular attention was paid to ensuring that recruitment publications contained information relevant to Māori. Of particular note was the fact that a section on Māori support was included in the Student Guide, the Information for Māori Students brochure was upgraded and updated and Māori profiles featured in the new Postgraduate Prospectus. During the year advertising targeted to prospective Māori students was placed in Mana and Te Karaka (magazines of particular interest to Māori) and visits were made by Liaison and Recruitment Unit staff to schools inside and outside of Christchurch with high Māori rolls. New Māori models were photographed at the end of 2004 for use in advertising campaigns.

⁷ For the purposes of this document tangata whenua means (i) generally - iwi katoa (all Māori); and (ii) specifically - Ngāi Tahu within the takiwa of Ngāi Tahu Whanui.

5.8 Develop effective and coordinated strategies of support for Māori students in order to enhance their participation, retention and achievement.

A range of initiatives were put in place during the year by Student Services to ensure that this target was met. Mentoring and tutorial programmes (Te Kete Mātauranga and Te Puna Manawa) were put in place for Māori students and were monitored on a regular basis. With regard to the mentoring programme, all students who requested a mentor were successfully placed (65 students in first semester with a slight increase in second semester). Out of this came positive recommendations which have been used for the future delivery of Māori support services at the University. The Māori tutorial programme also had a successful year under the Māori Advisor. One hundred students registered with the programme, a 50% increase on 2003.

A meritorious award system was established for Māori students. Discussions took place with the Whare co-ordinator and Te Akatoki (Māori students Association) to ensure that cultural and te reo support was available for Māori students. Contact was also made with several academic units within the University regarding the setting up of whanau groups for Māori students. A Māori graduation ceremony was held in April. Monthly meetings were held with College Student Advisors to review the academic progress of Māori students and to assist with early intervention programmes where appropriate.

In September the University was named a winner in the Māori Language Commission's inaugural Māori Language Week awards. It won the Business Category for initiatives developed by the Māori Department and the Te Wiki Working Group to encourage the use of Te Reo in offices and common rooms. A Māori language resource kit was distributed free to every academic department in the University to encourage daily use of the language. The resource kits were very popular with University staff.

5.9 As part of the University's staffing profile exercise (see strategic objective 6), develop mechanisms to increase the number and proportion of Māori staff.

Progress on this target has had to wait for the University's Equity and Diversity Plan to be put in place. The Plan was drafted during 2004 and was discussed at a University Forum in September before being endorsed by the Senior Management Team. Formal implementation of the plan will now take place in 2005 at which time Human Resources will work with the PVC Arts (who holds the Equity and Diversity portfolio) to begin reviewing Māori staffing levels and developing a staffing strategy for Māori.

5.10 Take steps to ensure that staff and students are aware of the University's obligations under the Treaty of Waitangi and, in the process, develop means of more fully embedding Māori language, knowledge and concepts across the University.

Full and effective implementation of this target has been delayed pending the arrival of the Assistant Vice-Chancellor Māori in February 2005.

Performance Indicators	2002	2003	2004 Forecast	2004 Actual
Leadership positions held by Māori staff⁸	4 5.6%	5 6.0%	6	3 4.2%
Proportion of Māori FTE staff	2.0%	1.6%	2.5%	2.5%
FTE Māori staff:				
Academic	1.3%	1%	2.0%	2%
General	2.2%	2%	3.0%	3%
Māori EFTS	599 5.2% EFTS Total	518 4.2% EFTS Total	611 4.8% EFTS Total	479 3.8% EFTS Total
Māori postgraduate research EFTS (thesis)	31.1 0.3% EFTS Total	34.5 0.3% EFTS Total	36.3 0.3% EFTS Total	35.6 0.3% EFTS Total

⁸ In this context positions of leadership are taken to include members of the Senior Management Team, heads of academic units, heads of service units and University Trading Enterprises, Academic Deans, chairs of major University committees and Directors of Level 3 Research Centres – 71 positions in all.

Risks

1. The relationship between the University and Ngāi Tahu does not reach the required level of partnership.

Commentary

This risk did not eventuate. The relationship between the University and Ngāi Tahu continues to develop satisfactorily and indeed has been helped considerably by the appointment of Sir Tipene O'Regan as AVC Māori from February 2005.

Funding and Budget Implications

1. Funding will be required for a senior Māori appointment.

Commentary

Funding for an AVC Māori has been included in the University's budget.

2. Funding will be required for the establishment of the joint Ngāi Tahu – University of Canterbury Level 3 Research Centre.

This initiative has been postponed pending the arrival of the AVC Māori and may be developed differently from how it was originally envisaged.

Strategic Objective 6

Staff

Continue to review and refine the staffing profile in order to meet the teaching, research and administrative needs of the University

Strategic Targets 2004

6.1 Continue staffing profile development through 2004.

6.2 Put in place a system of formula-based staffing in response to the work of the Budget Advisory Committee and the Contribution Margin exercises.

6.3 Embark on a major review of academic staff promotion procedures to take account of the new College structure and the need for robust across-University policies.

6.4 Review and reduce staff costs as a proportion of University spending to match resources available in the Financial Recovery Plan and in line with TAMU guidelines (staff costs should be approximately 60% of spending).

6.5 Complete the implementation of the negotiated staffing profile by December 2004.

Achievements

The University's Equal Employment Opportunity (EEO) policy was redrafted during the year and was lodged in the University's Policy Library following endorsement by the Senior Management Team. In conjunction with the Equity And Diversity Plan which was formalised towards the end of the year the revised EEO policy will now provide a framework for further development of the staffing profile.

The University's budget for 2005 was recommended to the Chief Operating Officer through the Budget Advisory Committee process, and was approved by the University Council at its meeting on October 27. The Budget for 2005 includes a formula-based system for allocating funding to the Colleges and the School of Law in three discrete areas - operations, capital and staffing. A Contribution Margin model has been used as the basis for University budgeting for 2005.

Revised recruitment and appointment procedures for continuing academic staff were completed during the year and, following consultation with the unions, were implemented by Colleges who are now operating their own staffing committees. The exception here is senior academic appointments and promotions (Professors and Associate Professors) which will be dealt with by central ad hoc panels set up for the purpose. For the first time union and equity observers are now present during deliberations by all academic promotions panels. The central Staffing Establishment Committee (SEC) ceased to operate from mid-2004. Establishment decisions now rest with PVCs and other members of the Senior Management Team.

The Budget Advisory Committee recommended a Contribution Margin model for Budget 2005. Within this an affordable quantum of spending on staffing was set that was consistent with the Financial Recovery Plan and with TAMU guidelines for staffing (60% of total operating budget). Devolved staffing is now an integral part of all budgets within the University. This was approved by the Chief Operating Officer in July.

With the appointment in August of the last of the Pro-Vice-Chancellors and a new Director of Human Resources work began on developing a rolling staff profile. The process for developing the University's budget for 2005 required PVCs to consider their medium- and long-term staffing needs. Staffing profile information is now part of the monthly reporting that is done to Colleges and the Senior Management Team.

<i>Performance Indicators</i>	<i>2002</i>	<i>2003</i>	<i>2004 Forecast</i>	<i>2004 Actual</i>
Strategic Funding (total received excluding GST)	\$2,162,247	Nil	\$400,000	Nil
Increase/(decrease) in total staff budget⁹	(4.0%) [(4.0%) FRP]	5.2%	3.0%	5.7%
Staff costs as a % of University operating expenditure	61%	60%	61%	60%
Proportion of Māori FTE staff	2.0%	1.6%	2.5%	2.2%
Proportion of Pacific FTE staff	0.9%	0.5%	0.5%	0.6%
Proportion of women FTE staff	49%	49%	48%	49%

Risks

1. *Severe constraints on strategic funding to establish the new staffing profile.*
2. *Government failure to adequately address chronic underfunding of university education.*
3. *Failure to reduce staffing costs to required levels because of staff expectations on salaries and the creation of new positions as a result of restructuring.*
4. *In response to PBRF increased competition between universities for high performing staff and some pressures on staff to reduce teaching as a way of enhancing research output is likely to lead to requests for more teaching staff.*
5. *The indicative claims of the MECA (Multi-employer Collective Agreement) are such that the University would only be able to meet these with a substantial increase in the level of government funding.*

Commentary

Strategic funding was not required in 2004 to help establish the new staffing profile. This area is being reconsidered under a new Human Resources Director.

Government made no fundamental changes to the funding regime for universities during the year.

Costs for staffing continued to rise during the year, and will require close management monitoring in the new devolved structure.

There were no signs of greater direct competition for key research staff during the year. The University's academic staff continued to perform well locally, nationally and internationally.

The concept of a Multi Employer Collective Agreement (MECA) is under review by a joint working party of employers and employee representatives.

⁹ In Interim Profile 2004-2006, the forecasts for 2004 and 2005 assumed the continuation of enterprise-based Collective Employment Agreements.

Funding and Budget Implications

1. Additional strategic funding of \$1 million required to establish the staffing profile by December 2005.

2. Budgets for whatever academic units are in place will be redeveloped to include formula-based funding for staffing. This will involve the reallocation of a reduced resource.

3. Improvements in these areas will depend on increases in external research earnings, University income in general and an increase in income from non-government sources in particular.

4. Each 1% increase in academic salary scales will cost \$500,000 per annum. Each 1% increase in general staff salary scales will add a further \$300,000 to this per annum.

Commentary

Funding for this was not required in 2004. The concept of a “new staffing profile” has been abandoned.

In developing Budget 2005 formula-based funding was replaced by contribution margin funding.

All funding from non-government sources increased during the year as a percentage of income.

This point has been noted.

Strategic Objective 7

Students

Focus effort on increasing domestic enrolments as well as on the recruitment and retention of students in selected categories

Note: The focus here will be on undergraduate and graduate programmes of special emphasis, well-qualified and high-achieving students, international students, Māori and Pacific students, mature students and students from under-represented groups.

Strategic Targets 2004

7.1 Ensure that the recruitment unit meets specific enrolment targets negotiated for 2004 and negotiates enrolment targets for 2005.

Achievements

With enrolment targets in place for the year the Liaison and Recruitment Unit developed a strategic schools liaison plan and a strategic events plan for 2004. Background research enabled the Unit to target key schools locally and nationally in line with the University's strategic direction and goals. Visits took place to Christchurch and Canterbury schools with the involvement of academics being coordinated through Colleges for the first time. North Island school visits also took place particularly in Auckland and Rotorua.

A direct mail strategy was implemented for the Information Days in early July, resulting in a dramatic rise in out-of-town attendees. This increase was attributed to the implementation of a new strategy that enabled Liaison and Recruitment Unit staff to target key schools outside Christchurch in the first half of year, where before these schools had been visited in third term. The revised schools presentation aligned with publications and effective data collection strategies also assisted. The effectiveness of school visits and recruitment events was greatly aided by the development of new degree brochures, implementation of the new brand, the University's positive PBRF results and improved service delivery and flexibility on the part of Marketing due to increased staffing levels. New publicity posters were produced and were incorporated into a marketing campaign that focused predominantly on billboards and posters, as well as magazine and newspaper exposure. Student images for the campaign were commissioned to ensure that adult, Māori and Pacific markets were catered for. A Postgraduate Prospectus was produced in October. This was a first for the University.

Enrolment targets for 2006 have been set by the University and planning has already taken place for recruitment events and activities that will take place in 2005.

7.2 Ensure that retention targets set for Māori and Pacific students as well as students with disabilities are achieved.

At the beginning of the year a six-fold plan was developed by Student Services to achieve this target. The plan involved holding monthly meetings with College Student Advisors to review the academic progress of students in all three of these categories (Māori, Pacific and students with disabilities), putting early intervention programmes in place to retain students, advising on workloads and assisting students to make appropriate changes to course loads throughout the year, carrying out individual needs assessments with students, especially those identified as being "at risk," and providing appropriate study supports as required. Progress with the plan was monitored during the year and was reported on quarterly. The results achieved were outstanding.

7.3 Work on rebranding the University will be completed and implemented and the leadership element marketed.

The University's new visual identity was successfully launched in early February and a single advertising agency for all University advertising work was appointed in April. A style manual was developed to reflect the new branding and the Senior Management Team endorsed and supported the compulsory use of the new brand architecture across the University. Response to the new branding has been positive. A first review meeting was held late in the year between the agency and the Director of Marketing. Both parties were happy with progress to date. The new advertising campaign reflected the agreed brand values of the University "to prepare and develop tomorrow's leaders." The new advertising style was launched in conjunction with the announcement of the University's PBRF success in order to capitalise on the publicity and strongly position of the University as a quality education provider and leader in the tertiary sector.

7.4a Degree pathways and options will be successfully developed.

Work was carried out during the year on identifying potential curriculum pathways between the University and polytechnics in the region (Christchurch Polytechnic Institute of Technology, Nelson-Marlborough Institute of Technology, Aoraki, Otago and Tai Poutini Polytechnics). In conjunction with this discussions also took place with polytechnics and the Christchurch College of Education on the development of appropriate articulation agreements that would formalise credit transfers and thus facilitate curriculum pathways. An articulation arrangement relating to the National Diploma in Science was signed off in May 2004 with Nelson-Marlborough Institute of Technology (NMIT). Further discussions with other South Island institutions were held up, however, pending agreement being reached with Christchurch Polytechnic Institute of Technology and the Christchurch College of Education on science and commerce pathways respectively. By year's end these agreements had still not been concluded.

7.4b Degree pathways and options will be successfully marketed to support the recruitment and retention of students.

A review of recruitment publications was set as a key performance objective for the Recruitment Publications Editor for 2004. This led to the development of a strategic approach to publications and planned revisions and efficiencies in information structure in 2005. This was done after consultation with College and Liaison staff. Degree brochures were redesigned using the new brand and graduate profiles were used in these brochures for the first time. Student profiles were collected and used in schools presentation – matching current University of Canterbury students with their home schools wherever possible. A Postgraduate Prospectus was produced for the first time. A new STAR brochure was also produced. Alongside this staff from the Liaison and Recruitment Unit worked with College staff during the year in assisting Colleges with their own recruitment strategies. Significant changes were made to the “Courses and Subjects” and the “Course Advice and Information” pages on the University website, to help students find accurate information and to increase usability.

7.5 International student numbers will increase to 15% of all enrolments.

As at the end of March international student numbers stood at 16% of University enrolments (EFTS). By year's end this had risen to just under 18%. In order to assess the risk in this area a background paper has been commissioned for consideration by the Senior Management Team. This will inform policies and plans to be developed in 2005.

7.6 The standard deviation on the spread of international student numbers by each of study discipline and source country will be reduced by at least 10% on the 2003 figures.

In line with this target, increasing emphasis was placed on developing newer markets with a particular focus on Vietnam, the Middle East, Europe, the United States and Malaysia. Good progress was made in relation to all of these areas apart from Europe where a shortage of staffing resource impeded progress. This is something that the International Office plans to address in 2005. A key factor working to reduce the dominance of the student intake by China was the New Zealand-wide softening of the Chinese market (reflected in 45% fewer applications for entry to Canterbury degree programmes from China in 2004 compared with 2003). Reflecting this steep decline the University continued marketing activity in China during 2004, but with an increased emphasis on diversifying sources. This strategy met with some success during the year.

7.7 Ensure that the University will be enrolling no more than 40% of international students from any single country.

The main issue of concern here related to students from China. In 2003 the proportion of international students from China in the University's degree programmes was 46%. In 2004 this rose to 55%, despite the continued growth in intake from the rest of the world. The market in China for New Zealand courses softened dramatically during 2004. While the impact of this will not hit the University instantly, it is expected that the proportion of students from China will fall steadily over the next two years. The situation will be monitored carefully and responded to in line with the International Student Plan to be developed in 2005.

7.8 Introduce management courses for mid-career professionals through the Centre for Continuing Education.

Approval was given by Academic Board and Council in March for the introduction of a new “mid-career/industry” stream of the Graduate Diploma of Management. The first courses in this new stream were offered in May 2004. Three further courses were developed during the year and were approved by Academic Board and Council in October. The initiative has been a joint venture between the Department of Management and the Centre for Continuing Education. The possibility of introducing an Executive Development programme through the Centre for Continuing Education is under consideration by the PVC Business and Economics.

7.9 Through the Export Network grow the International Training Programme and begin to develop new markets.

Central to achievement of this target was the University's developing relationship with the Wuhan Municipal Government (China). Visits to Wuhan in May and June were undertaken separately by the Director of Continuing Education and the Vice Chancellor. Out of this emerged possibilities for the University to quote for future courses, including an Agriculture and Forestry programme. In mid-year work was carried out to build cooperation with Wuhan in educational, economic and cultural fields. This was done in association with the Canterbury Development Corporation, Christchurch City Council and the Christchurch College of Education. A joint trade mission took place later in the year. All of this led to a Memorandum of Understanding being signed between Wuhan University and the University in December. Earlier in the year a Memorandum of Understanding was signed between the University and the China National School of Administration. As a result of this a study tour programme was finalised for later in 2004 involving a high-level group from China as well as staff from Victoria University of Wellington. The University continues to receive NZTE support to develop this area.

7.10 Develop additional customised study abroad programme with a USA university.

The original intention had been to further develop the University's relationship with the University of Georgia (USA). Unfortunately, for reasons outside the University's control, this did not eventuate. Efforts were then made to explore possibilities for study-abroad programmes with two other universities in the United States but by year's end these had not been advanced.

7.11 Ensure that the spread of students by source country in both the Foundation Studies and English Language Centre programmes will have improved so that no single country contributes more than 60% of total enrolments.

A Preparatory Programmes International Marketing plan was put in place for 2004 with trends in applications and enrolments in Foundation Studies and the English Language Centre being monitored and responded to in line with this plan. From August 31 responsibility for preparatory programme marketing was transferred to the International Office. Marketing effort during the year was directed towards ensuring that source country recruitment was further diversified. The University continued to maintain contacts in China during 2004 but attempts were made to diversify the institutional sources from which Chinese students were drawn – with some success. At year end the percentage of students from China in the Foundation Studies and English Language Centre programmes was approximately 45%.

7.12 In line with the NZ Disability Strategy, develop a disability policy for the University.

Some progress was made during the year with the development of a disability policy for the University. Completion of this was held up, however, pending release of the national Code of Practice for students with impairments. In the meantime comparable policy documents from other tertiary institutions were gathered and a draft policy covering Special Arrangements for Examinations was prepared. The national Code of Practice for an Inclusive Tertiary Education Environment for Students with Impairments was finally released in November. Implementation will now take place during 2005 alongside completion of a disability policy for the University.

<i>Performance Indicators</i>	<i>2002</i>	<i>2003</i>	<i>2004 Forecast</i>	<i>2004 Actual</i>
All EFTS Returned to the Ministry of Education	11 519 100% EFTS Total	12 388 100% EFTS Total	12 678 100% EFTS Total	12 731 100% EFTS Total
Domestic Fee Paying EFTS (including Australian EFTS)	10 267 89% EFTS Total	10 387 84% EFTS Total	10 660 84% EFTS Total	10 347 81% EFTS Total
Full Fee Paying EFTS (excluding Foreign Thesis EFTS)	1 191 11% EFTS Total	1 905 15% EFTS Total	1 908 15% EFTS Total	2 264 18% EFTS Total
Foreign Thesis EFTS	61 0.5% EFTS Total	96 1% EFTS Total	110 1% EFTS Total	120 1% EFTS Total
Postgraduate EFTS	1 661 14% EFTS Total	1 862 15% EFTS Total	1 819 14% EFTS Total	1 901 15% EFTS Total
Māori EFTS	599 5.2% EFTS Total	518 4.2% EFTS Total	611 4.8% EFTS Total	479 3.8% EFTS Total
Pacific EFTS	127 1.1% EFTS Total	166 1.3% EFTS Total	134 1.0% EFTS Total	162 1.3% EFTS Total
Adult EFTS (>24years old)	3 474 29% EFTS Total	2 630 21% EFTS Total	3 877 30% EFTS Total	2 723 21% EFTS Total

First Year at Canterbury EFTS (Excluding Continuing Education)	2 524 100% of First-time	2 448 100% of First-time	2 798 100% of First-time	2 567 100% of First-time
First-time enrolment Māori EFTS	62.7 2.5% of First-time	120.4 4.9% of First-time	84.5 3.0% of First-time	128.0 5.0% of First-time
First-time enrolment Pacific EFTS	31.5 1.3% of First-time	33.2 1.4% of First-time	39.2 1.4% of First-time	42.7 1.7% of First-time
First-time enrolment Adult EFTS (>24years old)	224.7 8.9% of First-time	187.4 7.7% of First-time	223.8 8.0% of First-time	209.9 8.2% of First-time
First-time enrolment low decile (1-4) schools	189 7.0% of First-time	128.5 5.2% of First-time	164.9 5.9% of First-time	173 6.7% of First-time
First year at Canterbury "A" bursary EFTS	428.6 17% of First-time	567.4 23% of First-time	483.8 17% of First-time	551.2 21% of First-time

Risks

- 1. A lack of resources under a new funding regime prevents the investment needed in recruitment into the selected areas.*
- 2. We fail to engage sufficiently with under-represented groups, particularly Pacific peoples.*
- 3. We fail to diversify our international marketing effort sufficiently to reduce dependence on major source countries for students.*

Funding and Budget Implications

- 1. The investment in recruitment must come from refocusing existing resources, and reviewing advertising spending with support from strategic funds.*
- 2. From January 2004 to December 2005, there will need to be an increase in investment in Marketing and Liaison. This will include confirming full-time Māori and Pacific Liaison positions.*
- 3. From January 2004 there will be an increase in the operational expenditure on the International Office marketing function.*

Commentary

This risk did not eventuate. Funding was made available to boost recruitment in targeted areas. In particular a targeted marketing campaign was run in Auckland to support recruitment efforts in key Auckland schools.

This risk did not eventuate. A liaison position with specific Pacific responsibilities was confirmed and a Pacific Advisory role was created. Both positions were filled during the year.

This risk was mitigated somewhat during the year. International marketing has been diversified further, and this continues to be the case, but the key market in 2004 was still the People's Republic of China (PRC).

Commentary

Additional resourcing was made available during the year for targeted domestic recruitment.

Increased investment was made during the year to boost recruitment and support of Māori and Pacific students.

Some restructuring was done during the year to enhance the capability of the International Office and to combine marketing functions. The 2005 budget for the International Office was drafted with these enhancements in mind.

Strategic Objective 8

Organisation and Management

Implement the University's restructuring programme

Strategic Targets 2004

8.1 Ensure that the agreed structure for academic units is implemented by January 2004.

Achievements

The appointment of Pro-Vice-Chancellors to the four Colleges and the School of Law was completed in August with the appointment of the last of the PVCs. By that stage other College office staff were already in place. Induction and skills training for new College office staff took place during the year as required following appropriate skill-gap analysis. All College office accommodation was completed by the end of the year – establishment, renovation and refurbishment. The impact of the restructuring on the International Office, Academic Services, Design and Print and Human Resources was subject to separate review during the year. The implications of these reviews are still being worked through.

8.2 Carry out a review of the Academic Board.

Under the chairmanship of the Deputy Vice-Chancellor, a working party of Board members was set up early in the year to review the Academic Board. Proposals for a new structure and terms of reference for the Board were subsequently developed, discussed and approved by Council following consideration by Faculties and the Board itself. The focus of attention then shifted to a review of the four committees of the Academic Board (Academic Administration Committee, Research Committee, Library Committee and Teaching and Learning Committee). The outcome of the review process was endorsed by the Academic Board and Council at their respective meetings in November.

8.3 Implement consequential changes of a committee, statutory and delegations nature.

Delegations were reviewed and confirmed in line with the changed University structure and revised Senior Management Team responsibilities. Reviews of a number of committees took place during the year: Budget Advisory Committee, Facilities Advisory Committee, Information Technology Advisory Committee, Academic Administration Committee, Teaching and Learning Committee, Equity and Diversity Advisory Group, General Staff Advisory Committee, Library Committee, Research Committee and the Academic Staffing Committee. Committees still to be reviewed are the Discipline Committee, the Joint Academic Grievance Committee, the Art Purchases Committee and the High Country Lands Committee. The first two of these will be reviewed in conjunction with preparations for Audit Cycle 3 (Teaching and Learning) in 2005. A Postgraduate Committee, to be chaired by the PVC Engineering, was created as a new committee of the Academic Board.

8.4 Implement performance reporting based on a selection of indicators appropriate to the units of the restructured University (service and academic).

During the year delegations and performance agreements were put in place for the Directors of Service units reporting to the Chief Operating Officer. Mid- and end-of-year performance review processes for these Directors were also implemented. This will now be extended to developing appropriate performance indicators for all Service units and academic units with the latter being done in consultation with PVCs. Service unit planning for 2005 took place during fourth quarter 2004. The issue of appropriate indicators for each will be addressed as these strategic plans are reviewed. Financial reports have been developed for Colleges and their constituent academic units. EFTS reporting is also in place for Colleges. Work has also taken place on refining monthly reports to the Senior Management Team and Council with these reports now containing College components as well as a much fuller staffing report. The reporting capacity of the University has been greatly enhanced by these developments.

8.5 Carry out an external review of all technical services on campus.

Responsibility for reviewing technical services on campus has been passed to the PVCs of Science and Engineering. The outcome of the review will be available in 2005.

Performance Indicators	2002	2003	2004 Forecast	2004 Actual
Organisational Structure Project	Restructuring proposals promulgated by Vice-Chancellor Preliminary discussion within University community	All performance indicators were met on time	New College structure implemented by January 2004 and indicators developed to monitor performance Academic Board and technical services reviewed	The new College structure was implemented on schedule and reporting and monitoring capabilities were enhanced The Academic Board and its committees were reviewed. The review of technical services has still to be completed

Risks

- 1. Government funding for the changes in the structure and staffing is not available in time for the planned developments.*
- 2. Implementation not successful or on time.*
- 3. Leadership and management performance of new College PVCs will be pivotal to the success of the new structure.*

Commentary

Responsibility for reviewing technical services on campus has been passed to the PVCs of Science and Engineering. The outcome of the review will be available in 2005.

This risk did not eventuate. The four Colleges and the School of Law are now in full operation.

During the year the Vice-Chancellor monitored performance of the PVCs on a regular and ongoing basis and is establishing formal performance management following a review by Sheffield Consulting.

Funding and Budget Implications

- 1. Initial funding will be required for the new academic structure if that is approved. This will be part of the 2004 budget, and will involve a reallocation of existing resources.*
- 2. Changes to the staffing profile resulting from the re-organisation will involve payments for severance.*

Commentary

The transfer of resources and functions to the new structure was completed by the end of the year.

No additional resourcing issues arose from changes to the staffing profile in 2004.