

Statement of Service Performance

Report Summary

Note: This document should be read in the context of the strategic targets and key performance indicators in UC Investment Plan 2011–2013 submitted to the Tertiary Education Commission (TEC) in September 2010.

Summary

The earthquake on February 22 and subsequent aftershocks have been unprecedented in the University's history and have had a significant impact on the University. Normal business was diverted to emergency response and recovery, with particular impact on areas such as the AUSSE survey of student engagement, where participation was suspended for the 2011 academic year and will be resumed in 2012. The University expects further impact on enrolments of particular categories of student, particularly students from overseas, students in the arts and humanities and in priority learner groups such as Māori students.

Main Achievements

1. Effective emergency management response to February and June earthquakes which resulted in the Oceania Business and Industry Preparedness Award from the International Association of Emergency Managers (priority objective 4);
2. Successful launch of the Earthquake Scholarship Appeal, plus a 33% increase in merit scholarships for students entering the University on 2012 and 2013 and targeted new Māori, Pasifika and international student scholarships (priority objectives 1, 2 and 3);
3. Appointment of new Assistant Vice-Chancellor (Māori) (priority objectives 1 and 4);
4. Establishment of the new Rutherford Visiting Scholars scheme at Trinity College, Cambridge and exchanges with Oxford and Adelaide Universities (priority objective 4).

Key Short-Term Risks

1. Damage by further aftershocks or earthquake activity in ways which compromise teaching, research and learning
2. Short-term negative cash-flow due to timing differences between expenditure and insurance claims
3. Staff disorientation, alienation, recruitment and retention issues
4. Management of organisational challenge and uncertainty
5. Management of under-enrolment
6. IT systems, security and service levels

Mitigations

- Promotion of the reality of campus safety, improved communication and enhanced e-resources, marketing campaign.
- Government underwrite of SAC funding for 2011, timely insurance payments
- Leadership, engagement opportunities, support and communication, provision of up to 15 days earthquake leave over the next 3 years.
- Communication, due process, fairness
- Promotion of University as safe and successful. 2012 Government SAC revenue underwritten in line with the TEC Investment Plan 2011–2013
- Upskill, invest, standardize, simplify

Key Medium-Term Risks

1. Ability to deliver on the Statement of Strategic Intent to create a world-class learning environment in a period of fiscal constraint.
2. Demographic trend towards a lower number of school leavers and a smaller proportion of those being qualified to benefit from higher education, implying increased competition for talented school leavers.
3. Damage to research productivity, rankings and reputation.

Main strategic risks from the Earthquake Risk Register¹

1. Business interruption has enrolment, budget and external funding implications.
2. 2011 and 2012 enrolments impacted by reduced access to teaching /research resources and facilities.
3. Departmental business continuity plans incomplete or nonexistent.
4. Disruption to UC operations following significant aftershocks.
5. Perception of Canterbury as "disrupted" may impact reputation and enrolments over the medium term.

¹ Due to the earthquakes, the University has temporarily supplemented the Master Risk Register with a Recovery Risk Register. It should be noted that there are 20 further risks with a net risk rating score of 15 or 16, i.e. assessed as of 'major' concern which are not included in this report for reasons of space.

Priority Objective 1

Aligning Provision with the Tertiary Education Strategy Priorities

Priority Learner Group participation		Actual	Actual	Actual	Targets
Impact	Input commitments ²	2009	2010	2011	2011 Investment Plan
Increased participation by priority learner groups	Māori enrolments	6.3%	6.4%	6.4%	7%
	Pacific enrolments	2.1%	2.1%	1.8%	2%
	Under-25 enrolments	74.0%	73.3%	75.1%	74%

Activities of note:

The new Assistant Vice-Chancellor (Māori) was appointed in April, allowing development of a Māori plan which will include measures to increase participation rates.

The role of Senior Pacific Advisor has been increased to full-time to help further programme targets from the Pacific Plan.

Māori and Pacific pathways		Actual	Actual	Actual	Targets
Impact	Input commitments	2009	2010	2011	2011 Investment Plan
Enhanced Māori and Pacific pathways into tertiary study	First-year Māori enrolments as a proportion of first-year domestic enrolments ³	6.9%	6.7%	6.1%	7%
	First-year Pacific enrolments as a proportion of first-year domestic enrolments ⁴	2.0%	2.0%	2.0%	2%

Activities of note:

- The University has increased its Emerging Leaders Scholarships by more than 40 with a category reserving scholarships for Māori and Pasifika students.
- Pilot outreach programme to two decile 1 schools (Aranui and Linwood High Schools) was successfully completed and will be repeated in 2012.

Sub-degree provision		Actual	Actual	Actual	Targets
Impact	Input commitments	2009	2010	2011	2011 Investment Plan
Reduced sub-degree provision	Sub-degree enrolments as a proportion of all enrolments	2.4%	1.6%	1.4%	1.5%

International (Full Fee) Participation		Actual	Actual	Actual	Targets
Impact	Input commitments	2009	2010	2011	2011 Investment Plan
Increased and more diversified international (full fee) participation	International enrolments ⁵	9.0%	8.2%	6.9%	8%
	Concentration ratio (C3) ⁶	53.3%	52.3%	53.9%	50%

Activities of note:

- Seismic activity had a significant negative impact on the number of international students enrolling in 2011.
- New four-year undergraduate scholarships for international students have been established valued at \$20,000 per year.
- The University announced that it will be awarding at least 50 awards of up to NZ\$5,000 each to overseas students who wish to come to the University of Canterbury for a one or two semester Study Abroad Experience as part of the Inbound Study Abroad Awards opportunity.

² Percentage of total enrolments

³ At the 2006 Census, 7.3% of the Canterbury Region population identified as Māori (c.f., New Zealand 14.6%). Of Canterbury Region school leavers who left school in 2008 with a university entrance qualification, 5.5% identified as Māori. In 2011, 6.1% of the University's First-Year-in-Tertiary students identified as Māori. It should be noted the 2011 census has been delayed until 2013.

⁴ At the 2006 Census, 2.3% of the Canterbury Region population identified as Pacific (c.f., New Zealand 6.9%). Of Canterbury Region school leavers who left school in 2008 with a university entrance qualification, 1.4% identified as Pacific. In 2011, 2.0% of the University's First-Year-in-Tertiary students identified as Pacific. It should be noted the 2011 census has been delayed until 2013.

⁵ Percentage of SAC funded enrolments

⁶ The C3 Concentration Ratio is a measure of the proportion of the University's international (full fee) student body contributed by the three largest source countries. Reducing the ratio mitigates the risk of over-exposure to a few source countries. In the period 2009-2011 the three largest contributing countries were the United States of America, China and Malaysia.

Pathways		Actual	Actual	Actual	Targets
Impact	Input commitments	2009	2010	2011	2011 Investment Plan
Enhanced pathways into university study	Number of active articulation agreements related to credit transfer within NZ ⁷	3	3	3	5
	Number of students transferring with credit from other Tertiary Education Organisations.	409	383	309	440

Activities of note:
Seismic activity resulted in fewer students than planned, transferring from other TEOs.

Scholarship Support – Freshers ⁸		Actual	Actual	Actual	Targets
Impact	Input commitments	2009	2010	2011	2011 Investment Plan ⁹
Enhanced scholarship support for beginning students	Undergraduate scholarships for fresher students	118 \$32,300	111 \$531,300	119 \$475,200	245 \$944,475
	Targeted scholarships for under-represented freshers	11 \$55,000	17 \$81,500	17 \$85,000	13 \$65,000

Activities of note:
The University has increased its scholarship funding by more than a third. Unlimited numbers of undergraduate entrance scholarships will be available in 2012 for those who get NCEA merit or excellence endorsements in Year 12 or 13.

⁷ Actual agreements amended from 8 to 3 as the input has changed from "all" active agreements to those "within New Zealand."

⁸ The figures are based on centrally funded scholarships paid and do not include College/departmental awards.

⁹ Scholarship funding was reclassified to research scholarships.

Priority Objective 2: Challenge

Improving the educational performance of priority learning groups

Successful Course completion ¹⁰		Actual 2009	Actual 2010	Actual 2011	Targets
Impact	Output commitments				2011 Investment Plan
Increased successful course completions by priority learner groups	Māori completion rates	74.2%	75.5%	80.8%	78%
	Pacific completion rates	60.4%	62.0%	70.4%	63%
	<25 completion rates	83.8%	84.8%	86.9%	84%
	All SAC eligible students	83.0%	85.0%	86.5%	84%
	<i>NZ university median</i>	84%	84%	84%	

Qualification completion ¹¹		Actual 2009	Actual 2010	Actual 2011	Targets
Impact	Output commitments				2011 Investment Plan
Increased qualification completions by priority learners	Māori completion rates	61.2%	45.3%	2011 Rates Not	65%
	Pacific completion rates	37.2%	51.5%		42%
	<25 completion rates	59.3%	62.4%	Available Until	62%
	All SAC eligible students	66.0%	66.3%	mid 2012	69%
	<i>NZ university median</i>	66%	69%		

Retention ¹²		Actual 2009	Actual 2010	Actual 2011	Targets
Impact	Output commitments				2011 Investment Plan
Increased retention of priority learner groups	Māori retention rates	79.2%	76.6%	2011 Rates Not	80%
	Pacific retention rates	72.8%	73.0%		74%
	<25 retention rates	87.9%	86.3%	Available Until	88%
	All SAC eligible students	84%	84%	mid 2012	84%
	<i>NZ university median</i>	83%	82%		

Activities of note:

As a result of the earthquakes in February and June, students who failed to meet grade point averages to progress in the mid year progression review were warned but not excluded. Progression standards were maintained but students were given a further opportunity to progress their studies and improve their performance.

¹⁰ Successful Course Completion: SAC eligible successful course completion EFTS, as a proportion of the total SAC eligible EFTS delivered.

¹¹ Qualification Completion: Qualifications completed by SAC eligible students, weighted by the EFTS value of the qualification, as a proportion of total SAC eligible EFTS enrolled in qualifications.

¹² Student Retention: The proportion of SAC eligible students in a year who either re-enrol in the next year or complete a qualification.

Student Engagement		Actual	Actual	Actual	Targets
Impact	Output commitments	2009	2010	2011	2011 Investment Plan
Improved student engagement (AUSSE) ¹³	Active learning	33%	33%	Involvement suspended	34%
	Student staff interactions	18%	18%	Involvement suspended	20%
	Supportive learning environment	55%	55%	Involvement suspended	56%

Activities of note:

- The earthquakes resulted in a range of significant reorganizations and revisions to curricula in nearly every academic discipline studied at the University to compensate for a three week closure. Consequently the experiences of students during the first semester were markedly different from those in previous years, particular for first year students whose input make up approximately 50% of all AUSSE responses. As a result, the University's involvement in the AUSSE was suspended for the 2011 academic year and will be resumed in 2012.
- A student survey was undertaken locally to identify specific issues of concern to students.

Scholarship Support – Continuing Students ¹⁴		Actual	Actual	Actual	Targets
Impact	Input commitments	2009	2010	2011	2011 Investment Plan
Enhanced scholarship support for undergraduate continuing students	Scholarships for undergraduate continuing students	35 \$50,700	28 \$40,366	35 \$55,200	127 \$381,000

Activities of note:

The University has established a new UC International Mobility Outbound Exchange Scholarship for 2012 which will provide up to \$5000 for at least 50 students per year who are nominated to study on exchange at one of UC's partner institutions.

¹³ Background to the AUSSE survey and these output commitment measures can be found in the Supplementary Material section at the end of the Investment Plan.

¹⁴ The figures are based on centrally funded scholarships paid and do not include College/departmental awards or summer research scholarships. Expenditure on summer scholarships has been reclassified to research scholarships.

Priority Objective 3: Concentrate

Enhancing the quality and impact of research outputs

Research Outputs		Actual 2009	Actual 2010	Actual 2011 ¹⁵	Targets
Impact	Output commitments				2011 Investment Plan
Increased research degree completions and external research income	Number of research degree completions	336	317	302	365
	External research income	\$25.0m	\$24.3m	\$27.0m	\$25.9m

Activities of note:

- Professor Lianne Woodward (Psychology) has been awarded \$923,902 from the Health Research Council of New Zealand (HRC) in its latest round of health research funding for a project she leads titled “Neurological Development of the Very Preterm Infant: A Longitudinal Study”.
- The University became a founding member of the Kiwi Innovation Network (KiwiNet) to create commercial outcomes from science and technology research. Founding members also include WaikatoLink, Plant & Food Research, Otago Innovation Ltd, Lincoln University, AUT Enterprises, AgResearch, Industrial Research Ltd and Viclink.
- The University became the first New Zealand university to partner with Australia’s Cooperative Research Centre for Spatial Information (CRCSI) to provide a New Zealand hub for analysis and research on geospatial information and its applications, including in the health sector, in hazard management, and in urban planning – including the Christchurch rebuild.
- The University has increased its role in the Natural Hazards Research Platform (in conjunction with GNS Science) and the National e-Science Infrastructure (NeSI) through provision of additional supercomputing capacity.
- The University launched CEISMIC project. The project will build a federated archive that will be used to aggregate and store video, audio, emails, documents and images related to the Canterbury earthquakes, which will then be leveraged for research and teaching purposes.

Postgraduate enrolments ¹⁶		Actual 2009	Actual 2010	Actual 2011	Targets
Impact	Input commitments				2011 Investment Plan
Increased postgraduate enrolments as a % of total EFTS	Postgraduate taught EFTS	6.7%	6.9%	7.3%	7.1%
	Postgraduate research EFTS	6.5%	7.1%	8.1%	7.0%
	Total postgraduate EFTS	13.1%	14.0%	15.4%	14.1%

Māori and Pacific Research Students		Actual 2009	Actual 2010	Actual 2011	Targets
Impact	Input commitments				2011 Investment Plan
Increased postgraduate enrolments on the part of key priority learner groups	Māori postgraduate research students as a proportion of total Māori EFTS	3.3%	3.3%	4.2%	3.9%
	Pacific postgraduate research students as a proportion of total Pacific EFTS	4.1%	5.4%	5.9%	5.0%

Activities of note:

Three new Ngai Tahu PhD scholarships have been established specifically to support research undertaken within the Ngai Tahu Research Centre hosted at the University of Canterbury.

¹⁵ A number of research programmes were disrupted due to seismic activity resulting in extensions of time for students completing research degrees. The quantum of the completions may be subject to minor change.

¹⁶ Relevant EFTS can be found in the Supplementary Material section at the end of the Investment Plan.

Work integrated learning		Actual 2009	Actual 2010	Actual 2011	Targets
Impact	Output commitments				2011 Investment Plan
Improved work integrated learning (AUSSE)	Work integrated learning	37%	37%	Involvement suspended	38%

Activities of note:

- As a result of the earthquakes, the University's involvement in the AUSSE was suspended for the 2011 academic year and will be resumed in 2012.
- The University launched a new course, CHCH101 – Rebuilding Christchurch: An Introduction to Community Engagement in Tertiary Studies enabling students who had significant service experiences related to community engagement during the earthquakes to critically examine, with academic rigour, the concept of community engagement.

Scholarship Support – Research Students ¹⁷		Actual 2009	Actual 2010	Actual 2011	Targets
Impact	Input commitments				2011
Enhanced scholarship support for research students	Research scholarships awarded by the University	383 \$5.4m	319 \$5.3m	546 \$6.2m	398 \$5.9m
	Targeted research scholarships for under-represented groups	10 \$87,500	7 \$111,250	8 \$111,200	11 \$102,500

Activities of note:

- Five new PhD scholarships have been established for candidates selected as a result of contestable research proposals submitted on earthquake-related topics.
- There are ten additional PhD scholarships and five additional Masters scholarships on offer in 2012 – an overall increase in postgraduate scholarships of more than 10 per cent.
- Twelve doctoral students and 31 honours students went on an eight-week exchange to the University of Oxford.
- 253 summer scholarships were accepted and paid in 2011 to allow potential postgraduate students to experience working in a research environment.

¹⁷ With the change of KPI format, the 2009 and 2010 figures were restated in line with the 2011 calculations. The figures are based on centrally funded, paid scholarships and do not include College/departmental awards

Priority Objective 4: Connect

Maintaining strong, collaborative and mutually beneficial relationships with stakeholders

Engagement with Māori		Actual 2009	Actual 2010	Actual 2011	Targets 2011
Impact	Input commitments				
Enhanced engagement with Māori	Regular discussions with mana whenua, tangata whenua and other Māori groups	Achieved	Achieved	Achieved	Achieved

Activities of note:

- The appointment of the new Assistant Vice-Chancellor (Māori), Darryn Russell in April has allowed greater engagement in this area.
- An Advisory Board to the AVC (Māori) comprised of external advisors.

Engagement with Pacific Communities		Actual 2009	Actual 2010	Actual 2011	Targets 2011 Investment Plan
Impact	Input commitments				
Enhanced engagement with Pacific communities	Regular meetings of the Pacific Peoples' Advisory Group	Achieved	Achieved	Not Achieved	Achieved

Activities of note:

- Due to the ongoing disruption from seismic activity only 1 meeting was held during the year.
- The role of Senior Pacific Advisor has been increased to full-time to help further programme targets from the Pacific Plan.

Staff engagement and satisfaction		Actual 2009	Actual 2010	Actual 2011	Targets 2011 Investment Plan
Impact	Output commitments				
Feedback from staff surveys ¹⁸	Passion Index/engagement	73%	Not measured	Not measured	74%
	Progress Index/satisfaction	53%	Not measured	Not measured	54%

Activities of note:

- Staff satisfaction surveys were conducted in 2009, with a view to re-surveying in 2011 to report the figures against the targets. As a result of the earthquakes, re-surveys have not been carried out. The re-survey will be considered again in the course of 2012.

¹⁸ Details of staff surveys are provided in the Supplementary Material section at the back of the Investment Plan. Benchmark comparisons are available from some 23 Australasian universities. These show that the Australasian benchmark for the Passion index is 72% while for the Progress Index it is 54%. The University compares well in both regards.

International Engagement		Actual	Actual	Actual	Targets
Impact	Input commitments	2009	2010	2011	2011 Investment Plan
Enhanced international networks ¹⁹	Visiting Fellowships awarded	71	70	58	74
	Take-up of Outgoing awards	32	26	25	22

Relationship with Alumni and Supporters		Actual	Actual	Actual	Targets
Impact	Input commitments	2009	2010	2011	2011 Investment Plan
Strengthened relationships with alumni and supporters	Total income through UC Foundation	\$3.9m	\$4.7m	\$4.5m	\$4.3m
	Number of alumni and proportion with current addresses	110,067 43%	111,019 46%	115,090 47%	114,600 48%

Activities of note:

- The University of Canterbury and the University of Cambridge established the Rutherford Visiting Scholars scheme at Trinity College. Under the new scheme Trinity College has agreed to receive each year up to two academics from the University of Canterbury as Rutherford Visiting Scholars, each for up to four months. The awards will be held in conjunction with the Cambridge/Canterbury Academic Exchange under the existing Erskine Programme.
- As a result of seismic activity, a number of visitors chose to curtail or defer visits to University of Canterbury.

¹⁹ Visiting fellowships comprise Erskine fellowships, Oxford fellowships, Cambridge fellowships and Canterbury Visiting Fellowships. These enable distinguished overseas scholars to visit the University. Outgoing awards comprise Oxford awards, Cambridge awards and Erskine awards. These enable University of Canterbury staff to visit overseas institutions.