



THE UNIVERSITY OF THE  
SOUTH PACIFIC



Building a culture of *Excellence*

2013

Annual Report

SERVING: COOK ISLANDS, FIJI, KIRIBATI, MARSHALL ISLANDS, NAURU, NIUE,  
SAMOA, SOLOMON ISLANDS, TOKELAU, TONGA, TUVALU, VANUATU





## ABOUT THE COVER

The Pacific Island Countries are home to some of the most diverse cultures and peoples in the world, and it is through this rich group of traditions that we lay the ideas that form the theme of this report. The cover features a group of University graduates representing the region looking up to the USP logo together. This image symbolises their hope and it is an act of solidarity as the University continues on its way to excellence.



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# MISSION & PURPOSE



Excellence in  
Knowledge





## OUR VISION

Achieving excellence and innovation for sustainable development of the Pacific Island Countries.

## OUR MISSION

- To provide Pacific people with a comprehensive range of excellent and relevant tertiary qualifications;
- To deliver the benefits of advanced research and its applications;
- To provide communities and countries in the Pacific region with relevant, cost effective and sustainable solutions, including entrepreneurship, to their main challenges; and
- To be an exemplar of tertiary education for the Pacific Islands in quality, governance, application of technology and collaboration with national tertiary institutions.

## OUR VALUES

- Commitment and loyalty of staff and students to the institution and the region;
- Highest standards of governance, leadership, academic freedom, integrity and transparency;
- Highest standards of creativity, innovation, teamwork and flexibility in the pursuit of excellence;
- Investments in staff, rewarding staff excellence, and empowerment of all USP teams;
- Respect for distinctiveness and diversity in our Pacific heritage and its development, preservation and dissemination;
- Commitment to regional cooperation and integration;
- Positive and inclusive learning and living environments for student excellence;
- Support for flexible learners in all locations for success in work, life and citizenship;
- Protection and nurturing of the environment;
- Strong relationships to guide engagement with national governments, Pacific communities, and development partners; and
- Humility in performance, learn from others, value the trust given, and honour Pacific knowledge, contexts and aspirations.

Ultimately, both the Vision and Mission of this Strategic Plan will be realised through the contribution and attributes of USP's graduates and staff. These are the key drivers of the Strategic Plan.

## USP GRADUATE ATTRIBUTES

The University of the South Pacific's academic programmes will promote the development of the following attributes in all graduates:

### ACADEMIC EXCELLENCE

- Extensive knowledge of a particular discipline or professional area, including relevant knowledge and skills;
- Capacity for independent critical thinking and self-directed, life-long learning;
- Advanced information and communication technology knowledge and skills; and
- Research skills.

### INTELLECTUAL CURIOSITY AND INTEGRITY

- Deep respect for truth and intellectual integrity, and for the ethics of scholarship;
- Intellectual curiosity and creativity, openness to new ideas;
- Commitment to inter-disciplinary understanding and skills; and
- Respect for the principles, values and ethics of a chosen profession.

### CAPACITY FOR LEADERSHIP AND WORKING FOR OTHERS

- Effective interpersonal communication skills;
- Leadership, organisational, teamwork and time management abilities; and
- Personal maturity and self-confidence.

### APPRECIATION OF THE CULTURES OF THE PACIFIC ISLANDS

- Knowledge and appreciation of both the unity and diversity of Pacific Island cultures;
- Understanding of the diverse economies and environments of the Pacific Islands; and
- Commitment to the maintenance and strengthening of the societies of the Pacific.



## CROSS-CULTURAL COMPETENCIES

- An understanding and appreciation of social, cultural and linguistic diversity;
- Respect for human rights and dignity in a global context;
- Commitment to accountability, ethical practice and social responsibility; and
- Demonstrated oral and written proficiency in the English language.

## STAFF ATTRIBUTES

The commitment of USP's staff to the Vision, Mission, and Values of the University is embedded in the following attributes:

- Commitment and loyalty to the institution and its mission;
- Honesty and integrity in personal and professional interactions in the work environment, including the highest standards of academic conduct;
- A strong student-centred approach to learning and teaching;
- Highest standards of creativity, innovation, teamwork, cooperation and flexibility in the pursuit of excellence;
- Respect for the distinctiveness and diversity of our Pacific heritage and dedication towards its development, preservation and dissemination;
- A responsible attitude towards a healthy work-life balance;
- A positive and proactive stance towards customer service;
- Respectful and ethical behaviour; and
- A collegial and cooperative attitude that contributes towards building a more cohesive university community.

## FROM GOOD TO EXCELLENT

In order to bring about a transformative change from good to excellent, the University will focus on the following:

### PEOPLE

Investment in people, leadership and change management;

### QUALITY

An enhanced quality of teaching, learning, research and services, as measured through international accreditation of programmes;

### REGIONAL CAMPUSES

A comprehensive and time-lined development of regional campuses with improved governance and management to bring about equitable and sustainable growth;

### POSTGRADUATE STUDIES

Significantly increased postgraduate enrolment, including PhD and Masters research, student success and supporting faculty;

### RESEARCH

A greater impact of research, to place USP amongst the leaders in selected priority areas, including Pacific societies and cultures, oceans and marine resources;

### GLOBAL LEADERSHIP

- The lead institution in Pacific Studies/Arts and Culture; and
- Amongst the leading universities in the world in
  - \* ICT leveraged flexible learning and new pedagogies; and
  - \* Pacific Ocean and Marine Resources;

### AN ENTERPRISING UNIVERSITY

A university that produces students with entrepreneurial skills, as job creators, not just job seekers; and

### REGIONAL EXEMPLAR

In tertiary education and assisting national institutions where needed and appropriate.



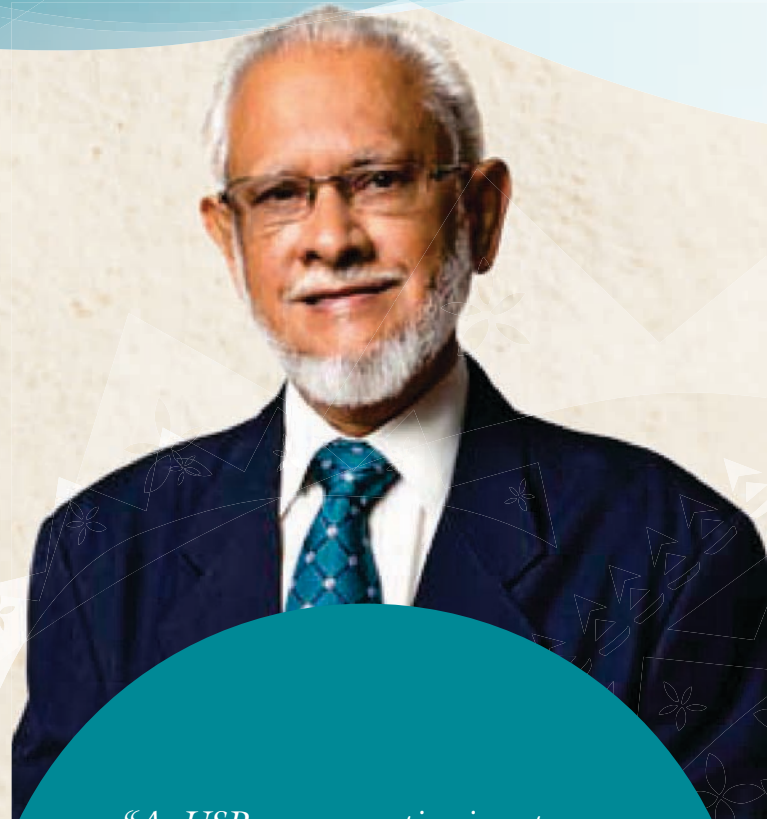
# PRO-CHANCELLOR'S FOREWORD

I am pleased to report that USP made rapid progress towards excellence in the first year of Strategic Plan 2013-2018 implementation. A number of significant achievements, relating to enrolment growth, financial outcomes, regional campus development, academic quality recognition, and rising profile indicate that USP is well on its way to achieving an institutional transformation that will have a lasting impact on our region.

USP's identity and mission are shaped by the fact that it is both a public university serving twelve Pacific Island Countries and an important regional agency with obligations and responsibilities. The "public" character inspires USP to keep service at the centre of its operations. The University aims to increase access to its education, and to ensure that the training it offers is relevant, and of the highest possible quality.

By all accounts, USP is already a good university. This fact, together with the potential of the region's people and resources, inspires the University to aim for excellence, and to provide an education that not only meets but also exceeds the standards of our global competitors. During 2013, USP promoted that vision of globally recognised excellence throughout the region, and worked across Strategic Plan priority areas on activities designed to enable the attainment of excellence.

There were a number of significant achievements in 2013 that will contribute to the building of a world-class university that meets the needs and aspirations of the Pacific Island Countries. First, student enrolment increased to an all-time high of 24,986 in 2013, which was well above the target figure. Development assistance in 2013 was also the highest ever in USP's history. A scheduled Quality Audit was completed and reported positive results. The MBA programme was accredited by an international body, several major international conferences were held at the University, and the highly-anticipated development of some regional campuses moved forward. In fact, all seven Strategic Plan Priority Areas recorded good rates of activity and attainment.



*"As USP grows, continuing strong governance and robust structures are more important than ever. USP today is a bigger and more complex institution. It is building new sites, enrolling more students, and accepting new and greater responsibilities from its member countries."*

Strategic Plan implementation requires an enormous amount of effort, a large sum of money, careful coordination and organisation across many time zones, and meticulous adherence to the highest standards of governance and management. As a regional success story, USP is held up as an example of effective governance to many other organisations. USP's transparency and accountability are much valued by all our stakeholders. Governance will continue



to play a major role in the success of Strategic Plan implementation and determine the extent to which USP achieves its goals and objectives.

## GOVERNANCE AT USP

As USP grows, continuing strong governance and robust structures are more important than ever before. USP today is a bigger and more complex institution. It is building new sites, enrolling more students, and accepting new and greater responsibilities from its member countries.

At the centre of the governance structure is the University Council. Council Committees such as the Executive Committee, the Finance and Investments Committee and the Audit and Risk Committee support the Council in specific areas. All committees report to the Council at every Council meeting as do the Pro-Chancellor and Chair of Council, and the Vice-Chancellor and President. The Council and its Committees exercise financial oversight, issue advice on significant issues, note the activities and events that occur at the University, and endorse or reject plans for the future. Council also provides an ultimate response on significant or sensitive issues that involve members of the University, including its Senior Management Team.

The Council also runs workshops for its members for their continuous development, and carries out its own initiatives. In my role as Chair of the Council, I comment here on Council's main decisions in 2013, and provide brief information on other Council activities.

## FINANCES

The University's finances were in a generally healthy state throughout 2013. USP ended the year in a good position to proceed with Strategic Plan implementation, including some construction works on several regional campuses. Growing enrolments and increasing development partner assistance have enhanced our income. Despite generally positive finances, and whilst the operating results did meet budget expectations, it remained below the benchmark of 5% of revenue. The University must move toward achieving this benchmark in order to accumulate funds for further self-funded infrastructure developments.

Project fund management was an area that needed fine tuning. A total of \$20.4 million in project funds was received, and some remained unspent in 2013. Project management must be improved while maintaining the highest standards of professionalism and transparency.

Another focus area of work is Risk Management, particularly in light of the large sums involved in the ADB loan. Development of the regional campuses is not without risk, as we have forecast an increase in enrolments and are preparing for that demand rather than preparing for guaranteed growth. To ensure that risks are being adequately addressed, the University has commissioned an independent review of its Risk Management system.

Finally, in terms of finances, the Council at its November meeting approved the 2014 Annual Plan and Budget. This Budget includes (i) an operating surplus of \$5m or 2.8%; (ii) the generation of a net cash flow of \$2.1m; and (iii) projected net assets of \$229.1m.

The University enters 2014 in a very good position.

## STRATEGIC PLANNING AND QUALITY ASSESSMENT

The Council provides approval of Annual Plans, ensures that implementation is on track and moving forward in a timely manner. In addition to the monitoring of Strategic Plan 2013-2018, the Council is using some of the skills and processes it developed in the strategic planning process to consider other significant issues for the University.

## USP COUNCIL DECISIONS

The 76th USP Council Meeting took place in Tonga on 15-16 May, and was formally opened by the Hon. Prime Minister of Tonga, Lord Tu'ivakano. The King of Tonga, His Majesty King Tupou VI launched the Tonga Youth Diabetes Report 2012/2013 on the second day of the meeting.

One of the most important decisions of the May Council was that it unanimously agreed to renew the contract of the current Vice-Chancellor and President for a further term of four years. This re-appointment of Professor Rajesh Chandra was in accordance with



the recommendations of the Joint Committee, which was set up at the November 2012 Council's request and comprised the Deputy Chair of Council, three members of Council, and two members of Senate. The contract renewal process was clear and transparent.

USP formally installed the King of Tonga, His Majesty, King Tupou VI, as its 20th Chancellor at the graduation ceremony in Nuku'alofa, Tonga on Friday, 26 July, 2013.

The 77th Council meeting, which was held in November in Suva, Fiji, approved the establishment of the new Centre for Economic Policy and Modeling, which will be based at the Faculty of Business and Economics (FBE). It also approved the policy of the Joint PhD (also known as Cotutelle) Programme between USP and other universities, which promotes and strengthens research collaboration between USP and other research-intensive universities worldwide. Several other new programmes, including the Professional Certificate in Education Policy and Planning; three Bachelor of Science programmes, one Bachelor of Arts programme, one Master of Science programme, and two Certificate IV programmes, were also approved by the Council in November.

## GOVERNANCE WORKSHOP

The November Council meeting was preceded by a one-day workshop on university governance, conducted by Emeritus Professor Geoffrey Kiel and Ms. Cindy Tilbrook of the LH Martin Institute, The University of Melbourne. The focus of the workshop was on the role and functions of the Council, Councillors, Pro-Chancellor, Vice-Chancellor and President and senior managers including the Secretary to Council; effective governance processes, standards of behavior; and the ethos of continuous improvement. Other topics of discussion included contemporary thinking on optimal university governance practices. USP Council members, the Senior Management Team (SMT) of USP, and observers and representatives from the University of the Fiji, Fiji National University, and the Solomon Islands National University attended the workshop. This workshop provides an example of how USP, in its role at the Chair of the Association of the Heads of Tertiary Institutions in the Pacific Islands (AHTIPI),

extends assistance to other universities and tertiary institutions in our region.

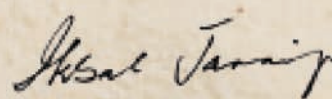
## CONCLUSIONS

USP is the premier provider of tertiary education in the region. The better USP is at providing education and training, the better off all Pacific Island Countries will be. As an institution, it is vital that USP adheres to the highest standards of governance and management, and also that it provides a leadership role and a positive example to other tertiary institutions. United firmly behind the Strategic Plan 2013-2018, we must strive to improve, to make progress that is measurable and to take decisions and actions that are impactful.

What we did in 2013 demonstrates that the USP community is eager to realise its common vision of excellence and shows considerable achievement toward many of the Strategic Plan objectives. I am proud that we have pulled together as a large and diverse organisation and are delivering on our promises. The University's governance and management structures and practices will continue to support achievements that are equitable and consistent with regional needs and demands.

I am pleased that 2013 proved to be as productive as we had hoped, and that the University is forging ahead with its ambitious plans. I am confident in the leadership of the Vice-Chancellor and President, Professor Rajesh Chandra and his team, and believe that his relationship with Council, characterised by respect and trust, will enable him to continue to effectively guide the University as it seeks to achieve excellence. We can look forward to a very positive 2014, in which we will see the successful implementation of the Strategic Plan reveal new opportunities for the University in the region and beyond.

As the saying goes, "success breeds success"; the future is looking very promising for this University.



**IKBAL JANNIF**

Pro-Chancellor & Chair of Council



# VICE-CHANCELLOR AND PRESIDENT'S REPORT

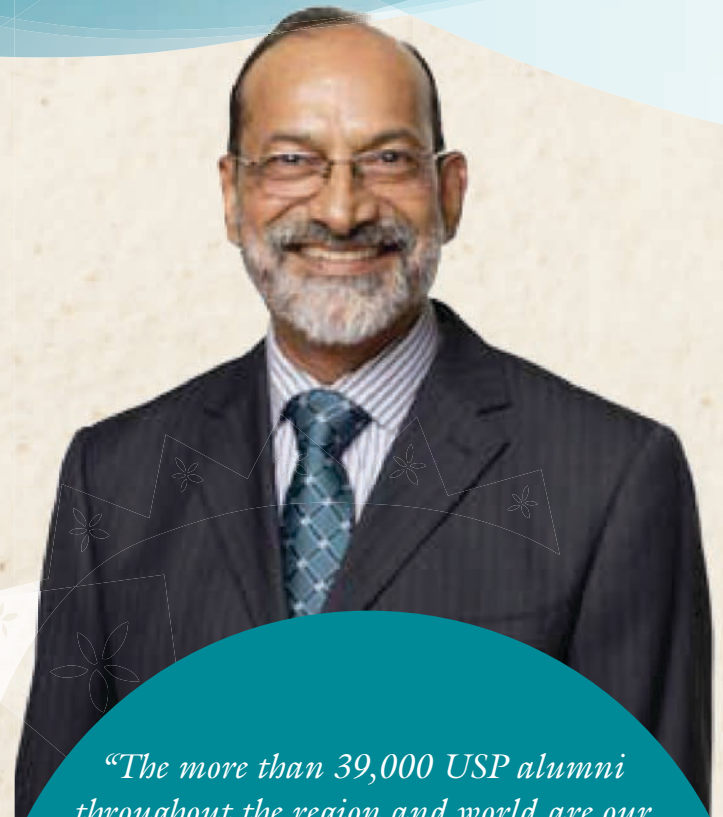
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he transformation of USP from good to excellent is a vital mission and, given the scale and significance of the undertaking, it was crucial to use the year 2013 to make more than just a start on it. It was essential to establish the systems required to implement the new Strategic Plan, monitor it continuously and to report on it in a manner consistent with the new vision of Excellence.

It was equally important to work with members of staff, especially with academic and professional staff leaders so that they could fully understand the detailed requirements of implementation and take accountability for outcomes. Without this foundational, time-consuming process, the University would not have had the solid foundation of a widely shared Vision, common understanding of what actions the achievements of objectives required, and effective systems and tools to succeed in its ambitious Strategic Plan 2013-2018. A look back on the first year of the Strategic Plan reveals that we have succeeded in doing this, and made very good headway across our priority areas.

The progress we have made thus far can be attributed to the strength of the University's planning processes, its strong supporters, and the commitment of its dedicated staff, whose origins lie in dozens of countries and cultures and who are based at 14 different campuses. As one of only two regional universities in the world, USP is a special place with an enormous amount of potential. Able to draw strength from the diversity of its staff and students, and to harness the Pacific Way of consensus to build and achieve a shared vision for the future, USP also has the means to become a truly outstanding provider of education, training, research, and consultancies to its member countries.

We started 2013 in a very good position, with healthy finances, a positive public image and clear support of our member countries and development partners. We are as prepared as possible and ready to commence perhaps the most important undertaking in USP's history: to achieve excellence by its 50th



*"The more than 39,000 USP alumni throughout the region and world are our proudest accomplishment and in 2013, we added 2604 to this number. Amongst that class are brilliant scholars, some of whom participated in the COP-19 global Climate Change meeting, some of whom produced original research, and others who developed new software that is being used by USP. All of our students have remarkable individual stories of achievement."*

anniversary. We had not taken the easy route and set out to simply and generically "improve", increase our student numbers, or establish some indefinite new strategic alliances; we committed ourselves to making fundamental changes with measurable outcomes in order to create a world-class institution for the Pacific Islands. We all knew what we needed to do, and why, to transform USP, and we, as individuals, teams, and as a regional university, possess the fortitude and skills to meet any challenges that may arise along the way.



By the end of 2013, we had come through a very positive academic audit, had new external accreditations, strengthened our ties with development partners and other CROP agencies, held several international conferences, increased research outputs, and made improved student services more readily available; in short, we recorded successes across all Strategic Plan Priority Areas. All of those accomplishments combined to improve the overall quality of our services and our graduates, making USP a better university. There is considerable public interest in developments at the University, and a good level of public awareness and approval of USP's future plans and their implications for the region.

The achievements of 2013 lend credence to the assertion that our approach to achieving excellence is the right one for our circumstances. The extensive consultations that we held with stakeholders, and the many planning exercises undertaken as part of the development of the Strategic Plan, have resulted in a high level of unity amongst the University's staff, and real sense of common purpose.

We are transforming the University; and on the way, we are transforming ourselves and our communities. This process has begun, and so, as I consider what we have achieved in the first year of Strategic Plan implementation, I am mindful that our progress is not limited to numbers of students, or new buildings, or agreements signed, but that our improvement is also measured by those important, intangible characteristics of flexibility, inclusiveness, cooperation, and engagement. We are working in new ways, and this, I believe, is essential to our success in the coming years.

It is important to assess the direction of our work and measure the pace of our progress from year to year so as to ensure that we have the confidence to surge ahead where possible and also manage setbacks without losing a great deal of time or momentum. This Annual Report is one of the many monitoring tools that we use. It enables the interested public to assess for itself the extent to which USP is delivering on its promises and ambitious plan for the region. My own brief assessment and general measure of our work in 2013 is offered here. It centres around

how we are growing, in numbers, quality, impact and engagement, human resources and knowledge building, and important quality of inclusiveness. In my 2012 Annual report I had mentioned

*“that on an operational level, 2013 is set to see many developments which support USP's strategic goals. Construction on the Kiribati Campus will be undertaken according to schedule, and structural modifications to improve the accessibility of academic, residential, and recreational buildings will continue across the campuses. STAR will continue throughout 2013. Research outputs will increase, bolstered by postgraduate recruitment and incentives for researchers. Strategic partnerships that assist USP to carry out its regional objectives will be forged”.*

I am happy to report that we are making good progress in these areas.

## GROWING USP – IN NUMBERS

During the strategic planning process, we decided that it would be important to promote higher enrolment at USP in order to ensure that the region has enough appropriately skilled human resources. In order to grow student numbers by 2018, the University has embarked upon a comprehensive regional programme of infrastructure expansion and modernisation so that quality of the University's facilities is maintained or improved to deliver a high-quality learning experience to more students. A marketing and student recruitment plan, as well as increased linkages with academic institutions in the region and overseas, and with local and regional employers, is being implemented to ensure that the forecast increase in student enrolment does materialise.

Our strategies and projects have worked, as student numbers grew significantly in 2013. By the end of 2013, USP had just over 24,986 students spread across the 14 campuses in the region. This shows that despite an increase in tertiary education options in the region, USP's quality and value are increasingly appreciated. I believe that the public is also now aware of USP's plan for balanced growth and improved services and results throughout the region, and wish to become part of our success story.



It is important to emphasise that this growth in student enrolment has been well-planned for, and is precisely the reason why USP has engaged with ADB to secure a very favourable loan for infrastructural improvements.

As USP's recognised quality and presence throughout the region make it the best choice for tertiary education, research and policy advice, we must expect the growth in demand for student places to continue.

ADB loan will make it possible for USP to strengthen its regional presence, provide better service to all of its member countries, and offer a more accessible and equitable high-quality USP education. The ADB loan project has got off to a good start, and work on the Solomon Islands and Kiribati components has progressed. The new Kiribati Campus should be completed by end of Semester 1, 2015, and project preparatory work is underway in the Solomon Islands. The favourable conditions of the loan mean that it is not necessary to divert any resources earmarked for other areas to meet the demands of higher student numbers. The loan, combined with USP's astute financial management and planning, consistent support from member countries and the steadfast backing of development partners, mean that USP continues to be in a good financial position.

## **GROWING USP – IN DEVELOPMENT ASSISTANCE**

In 2013, funds and support from development partners grew in both size and scale; the total indicative aid budget for the year 2013 was in excess of F\$54 million, which is considerably higher than the aid of F\$33 million which was received in 2012. Two of USP's key partners, Australia and New Zealand, agreed to continue with the partnership modality to deliver aid to USP, with Australia extending its partnership through 2013 to a value of AU\$13.55 million, and New Zealand agreeing to a new, three-year partnership with USP worth NZ\$15 million over three years. This increase in development assistance is being complemented by cost savings made by USP, and by a push to develop entrepreneurialism at the University by capitalising on our assets and competitive strengths. We will continue to consider different ways

to deliver sustainability, value for money and returns on our investments, delivering excellent value to our financial backers.

## **GROWING USP – IN QUALITY**

Progress was made in improving quality and establishing even higher academic standards across the University. In the area of Learning and Teaching, two major achievements, namely the External Academic Quality Audit and the Accreditation of the MBA Programme occurred in 2013. The audit carried out by the NZ Universities Quality Agency, was held in October, and has yielded very positive feedback.

The Association of MBAs (AMBA) accredited the USP MBA programme for three years at the end of 2013. This is an excellent achievement and shows that USP's programmes meet international standards. This should place USP's MBA programme well above those offered by other institutions in the region, and enable it to compete successfully with other institutions offering MBA in the Asia Pacific region.

The Strategic Total Academic Review (STAR) also continued to make steady progress and the new credit point system was implemented together with the new 24 course degree structure with 8 courses per year. Significant progress was made with the revision of the University's English testing and remedial programmes. Curriculum revision occurred on a systematic basis to embed approved Graduate Attributes in the curriculum. Research training was also embedded in courses. The STAR has now been fully integrated in the Learning and Teaching Priority Area of the Strategic Plan, and so it will continue to inform plans to lift standards and boost academic achievement.

In addition, two new professional degrees in Computing Science were granted provisional accreditation from the Australian Computer Society (ACS). Accreditation is another external validation of USP's quality, and so the University is preparing to secure accreditation for many of its academic programmes, adding to the number of accreditations each year. USP's Centre for Vocational and Continuing Education (CVCE), previously known as the Regional Centre for Continuing and Community



Education (RCCCE), had four vocational programmes recognised externally under the TAFE NSW - Sydney Institute in 2013.

Academic quality must be supported by modern, comfortable, and purpose-built facilities that provide students with quick, easy, and consistent access to information and ICT tools. The quality of the learning environment at our campuses has traditionally varied; the Strategic Plan 2013-2018 calls for the regional campuses to be upgraded, expanded, and generally brought on par with the Laucala Campus.

This development goes beyond the building work that is funded by the ADB loan and through USP's own funds; it extends to the courses, programmes, conferences, meetings, student activities, research, and community recreation that must expand at the regional campuses.

The idea that quality must be bolstered across the University has been embedded in our work, and staff members are more aware of the need to check that they are meeting the needs of colleagues and students at other campuses. As we move toward the vision of USP in 2018, which involves multiple hubs and clear identities for each campus, it is important to emphasise the importance of each campus to all the others, and to ensure that even the smaller campuses have links to each other, rather than just to Laucala.

## **GROWING USP – IMPACT AND ENGAGEMENT**

During 2013, the University sought to increase the quality and level of its engagement with employers, governments, secondary schools, and peer institutions. Deeper and more meaningful engagement supports a variety of outcomes, from increased efficiency, to greater relevance of academic programmes, better-prepared Foundation or first-year students, and more collaborative research and development projects with better and more sustainable outcomes. USP has recognised that there is far more to be gained by cooperating in areas of mutual interest than by creating barriers to knowledge building through territorialism or competition. USP's engagement with the Secretariat of the Pacific Community (SPC) is a good example of this. Since the two CROP

agencies signed a MOU in 2011, there has been a marked increase in research cooperation, joint bids for development projects, and collaborative reporting and support to member countries. In 2013, SPC handed over its Community Education and Training programme to USP in recognition of the fact that it was the best agency to take it over to allow SPC to focus its resources on its other priorities.

Links with the prospective employers of students and graduates have also been deepened, mainly due to the activities of the Career Centre and the many well-connected staff who actively invite their industry contacts to participate in research, take part in panel discussions, and attend on-campus events. USP improved the support it offers to students and graduates in terms of employability and entrepreneurialism, holding the first multi-disciplinary Careers Fair at the Laucala Campus in August and hosting an international expert on entrepreneurialism.

Just as links with employers benefit both current students and graduates, USP's growing number of active links with governments and international universities also results in exciting opportunities for staff and students. USP's close ties with Japan led to it administering the JENESYS 2.0 project from March to November 2013, which saw seven groups with a total of 368 students from around the region visit Japan on fully-funded study tours. Students have numerous other opportunities for exchange and to establish ties with the many visiting students and staff who spend time at USP, such as the African and Caribbean students and staff who came to USP as part of the ACP/EU-funded Erasmus Mundus scheme.

Engagement with the region's schools, particularly at the secondary level, is an essential area of activity for USP. Given that it trains many of the region's teachers, USP must maintain close ties with schools to ensure that it is training teachers appropriately by gauging both their effectiveness and by monitoring emerging trends and areas of need. USP connected some schools in the region to USPNet giving these students full access to USP resources as well as access to the internet. Activities and events were held to encourage students to pursue tertiary studies



in certain areas. For example, a science outreach programme and fair was held in Samoa in September, and a science contest was held in Fiji, both of which aimed to entice promising secondary school students to consider choosing a science career.

The University's regional leadership role in the area of ICT was evident in 2013. The redesign of USPNet, the University's network, began in earnest. Its reach has been extended so that even outside the University, the region can benefit from USP's ICT resources and expertise. USP hosted a major ICT Conference, and the University's function as the Regional Knowledge Hub will be further bolstered by the fibre links between Laucala and other campuses that are imminent. USP continues to introduce ICT tools to enhance its academic programmes; already the use of USP-supplied tablets by some 600 students has been a great success, as have other mobile learning initiatives.

In its role as a useful CROP agency, USP sought to engage as much as possible with other agencies and its member countries through many regional conferences, workshops, and meetings. USP was very involved with all of the Pacific Islands Forum Secretariat meetings and with the 25th Anniversary Celebrations of the Melanesian Spearhead Group, which provided many opportunities for staff and students to learn more about Melanesia, its culture, and its development priorities. Throughout 2013, USP worked with its member countries and other agencies, providing advice on major regional issues, most notably Climate Change, Education, and ICT. USP also acted as a regional advocate at meetings further afield; for example, I attended a meeting at the University of Oxford in the UK on international education and development.

### **GROWING USP – HUMAN RESOURCES AND KNOWLEDGE BUILDING THROUGH RESEARCH**

USP's staff contribute significantly to each student's learning experience and to the overall achievement of the institution. Over the course of the past year, USP's management has tried to better communicate

its appreciation to all staff. Agreement was reached on a pay increase for staff, and regional talent development programmes and an online performance management system were introduced. Several key professorial positions that had been vacant for some time were filled. Some senior staff departed, as is the natural course of events, but their responsibilities were carefully managed by colleagues. The Human Resources section is working to decrease the amount of time that key positions are vacant through improvements to the recruitment process.

New staff positions dedicated to improving the academic results of first-year students (through support and early interventions) have been created, and are based in each Faculty and in the Student Learning Support Office. Postgraduate and research students, a growing portion of our student body, have also started to receive extra support. In 2013 the Research Office was extremely active.

The Pacific Islands Universities Research Network (PIURN), involving USP and nine other universities from around the region, was created in July. USP authors were recognised and lauded for their work, including a book on mangrove and sea grass species and a faculty and student study on the viability of using waste to produce energy in Fiji. Most of the research carried out at USP in 2013 was linked to one of the seven research clusters, which exist to ensure that research is relevant to the Pacific and that findings are presented in a manner which makes them accessible and immediately useful to our member countries.

### **GROWING USP – INCLUSIVENESS**

As we plan for and manage the growth of the University, we must be mindful of the fact that there are many current and prospective students who require additional support and assistance to access a USP education. In 2013, the University considered the variety of barriers to tertiary education that exist, and formulated and implemented a plan to reduce or eliminate those barriers where possible. One of the first actions taken to increase accessibility related to the physical accessibility at Laucala Campus. Several



measures were taken to make a difference; for example, one visually impaired student was provided with a tablet computer to assist him to access course information more easily. The Disability Resource Centre was set up at the Laucala Campus, and many physical impediments to easy movement around the campuses were removed.

Awareness raising campaigns made staff and students more knowledgeable about the needs and rights of all people, including those with disabilities and non-traditional learners. Staff were encouraged to ensure that they connect well with all students, and to consider how they can be more accommodating to colleagues and students with disabilities or different and additional needs. The 2013 Orientation week featured an additional information session for parents, partners, and mature students. The simple acknowledgment of the fact that not all students are school leavers resulted in a segment of the student body being validated and made to feel more welcome on campus. This awareness increased markedly in 2013, and will be built upon to help more people succeed at USP.

## CONCLUSIONS

I believe that the extensive consultations and debate that contributed to the final design of the Strategic Plan has succeeded in creating a group of highly-motivated, like-minded individuals, united behind and excited about a clear vision of USP in 2018. This positivity with which we started 2013 carried us through a successful year and puts the University in good stead for 2014.

This unity of vision enables us to see beyond the black and white of statistics, and to remember that we are all working for the development of our member countries, which will occur as the people we educate work hard, and the research we produce is used to grow economies and inform policy-making. This report has, for practical purposes, touched on some notable organisational achievements. However, our achievement is truly measured by the success of our alumni. We hope to train them as well as possible, and to grow in them the Pacific values that are held in such high regard in our island homes. The more than 39,000 USP alumni throughout the region and world are our proudest accomplishment, and, in 2013, we added 2604 to this number. Amongst that class are brilliant scholars, some of whom participated in the COP-19 global Climate Change meeting, some of whom produced original research, and others who developed new software that is being used by USP. All of our students have remarkable individual stories of achievement.

I am immensely proud of how the USP community has made progress in all priority areas in 2013, and prouder still of how we are looking at the future; not as limited by our declared goals for 2018, but as inspired and limitless. We are already working together, across faculties and campuses, to improve USP's quality and our students' results. As 2014 unfolds, we will remain steadfast in our determination to transform USP from good to excellent.



**PROFESSOR RAJESH CHANDRA**

Vice-Chancellor & President



# UNIVERSITY GOVERNANCE

The University of the South Pacific is the premier institution of higher learning for the Pacific region, uniquely placed in a region of extraordinary physical, social and economic diversity. Established in 1968, USP is one of only two universities of its type in the world. It is jointly owned by 12 member countries: Cook Islands, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu and Vanuatu. The University has campuses in all member countries. The main campus, Laucala, is in Fiji. The Alafua Campus in Samoa is where the School of Agriculture and Food Technology is situated, and the Emalus Campus in Vanuatu is the location for the School of Law.

The academic Schools, Institutes and Centres at the University are organised into three faculties led by Deans. These are the Faculty of Arts, Law and Education (FALE), the Faculty of Business and Economics (FBE) and the Faculty of Science, Technology and Environment (FSTE). Each faculty comprises a number of schools which offer a wide range of academic programmes and courses at the undergraduate and postgraduate levels. In addition to the faculties, the College of Foundation Studies provides pre-degree studies, and Centre for Vocational and Continuing Education provides vocational and continuing education.

The University also offers programmes through distance and flexible learning in a variety of modes and technologies throughout USP's 14 campuses.

Advanced communication technologies through USNet are used to reach distance and flexible learning students across 33 million square kilometres of the Pacific Ocean.

## UNIVERSITY ADMINISTRATION

USP is governed by its own Council, which includes representatives of the member country governments, academic staff, students, community and business leaders, the Pacific Islands Forum Secretariat, Australia and New Zealand. The Council and the Senate are served by a network of standing committees as well

as Joint Committees of the Council and Senate in key areas. The ceremonial head of the University is the Chancellor. USP's Chancellors are normally Heads of State of member countries. The Pro-Chancellor is Chair of Council and the executive head of the University is the Vice-Chancellor and President.

## THE COUNCIL

The Council is the governing body of the University. It exercises all powers conferred on the University by the Charter, subject to the powers, duties and functions conferred upon it by the Statutes.

It has general control over the conduct of the affairs of the University. It has the custody of the Common Seal and is responsible for the management and administration of the revenue and property of the University.

The Council can add to, amend or repeal the provisions of the Charter and the Statutes by a Special Resolution. Such addition, amendment or repeal comes into effect when given Royal Assent in the case of the Charter, or approved by the Council in the case of the Statutes.

The Council makes Ordinances to direct and to regulate the University and its authorities and members. The Council meets twice a year normally in May and November. The following are the major Committees of the Council.

### *Executive Committee*

The Executive Committee exercises Council powers delegated to it from time to time. This includes the powers to appoint the University Visitor and the Auditor, to co-opt members to the Council, to determine fees of the University and allowances for Committee members (as recommended by FIC), to make financial commitment up to \$10m (as recommended by FIC), to ensure a supportive working environment for staff, to determine the appointment procedures and salary structure for staff of the University, to grant special academic distinctions, and to exercise other delegations.



There are four (4) specialised Committees of the Council: the Finance and Investments Committee (FIC), the Audit and Risk Committee (ARC), the Remuneration Committee and the Appointments Committee.

### *Finance and Investments Committee (FIC)*

FIC is responsible for overseeing and monitoring the University's financial system and processes, approval of financial policies, review all significant financial proposals for council consideration, and for ensuring financial sustainability. The Tender Board is a sub-committee of FIC and reports on all tenders awarded.

### *Audit and Risk Committee (ARC)*

ARC oversees the risk management strategy for the University. It monitors the performance and effectiveness of external and internal audits, ensures that the University's processes and systems are audited for efficacy and ensures that satisfactory arrangements are in place to promote economy, efficiency and effectiveness of the University.

### *Remuneration Committee*

The Remuneration Committee decides the terms and conditions of employment of the Vice-Chancellor and President and the Senior Management Team.

## **THE SENATE**

The Senate is the chief academic authority of the University, responsible for all academic matters, including quality. It exercises the powers, duties and functions referred by the Charter and Statutes, to promote academic excellence in teaching, consultancy, research and other academic work of the University. The Senate makes Regulations to govern learning and teaching at the University as well as all matters with respect to students, including academic and non-academic support services aimed at improving the overall student experience at USP. The membership of the Senate is drawn from the Faculties, Regional Campuses and the Student Association, with a majority of members being elected. The Senate meets at least four (4) times a year, and has ten (10) standing committees to expedite its work and execute its assigned statutory responsibilities as well as a number of ad hoc committees and working groups for specific tasks.

The Academic Standards and Quality Committee (ASQC) leads and oversees the development, delivery, assessment and quality management of academic programmes, and effective teaching, learning, assessment and examination processes within the University. ASQC has four (4) committees that report to it.

In terms of research at the University, the University Research Committee oversees, promotes, coordinates and facilitates research while the University Research Ethics Committee ensures that all research activities undertaken in the name of the University comply with its ethical principles.

The Communications and Information Technology Committee ensures the most effective use of IT Services in all forms (data, voice and video) to support the current and future activities of the University in the areas of teaching, research, management, consultancy and service to the communities that the University serves.

To facilitate a positive and supportive campus environment in the University, the Campus Life Committee advises on overall welfare and personal development and well-being of all students and staff, the development of sound policies on health and security and the promotion of a Safe, Clean and Green Campus for all campuses. It is also responsible for promoting cultural interaction and the development of a Pan-Pacific consciousness to ensure that the University produces graduates who can espouse (or advocate, champion) the idea of people who can live peacefully together.

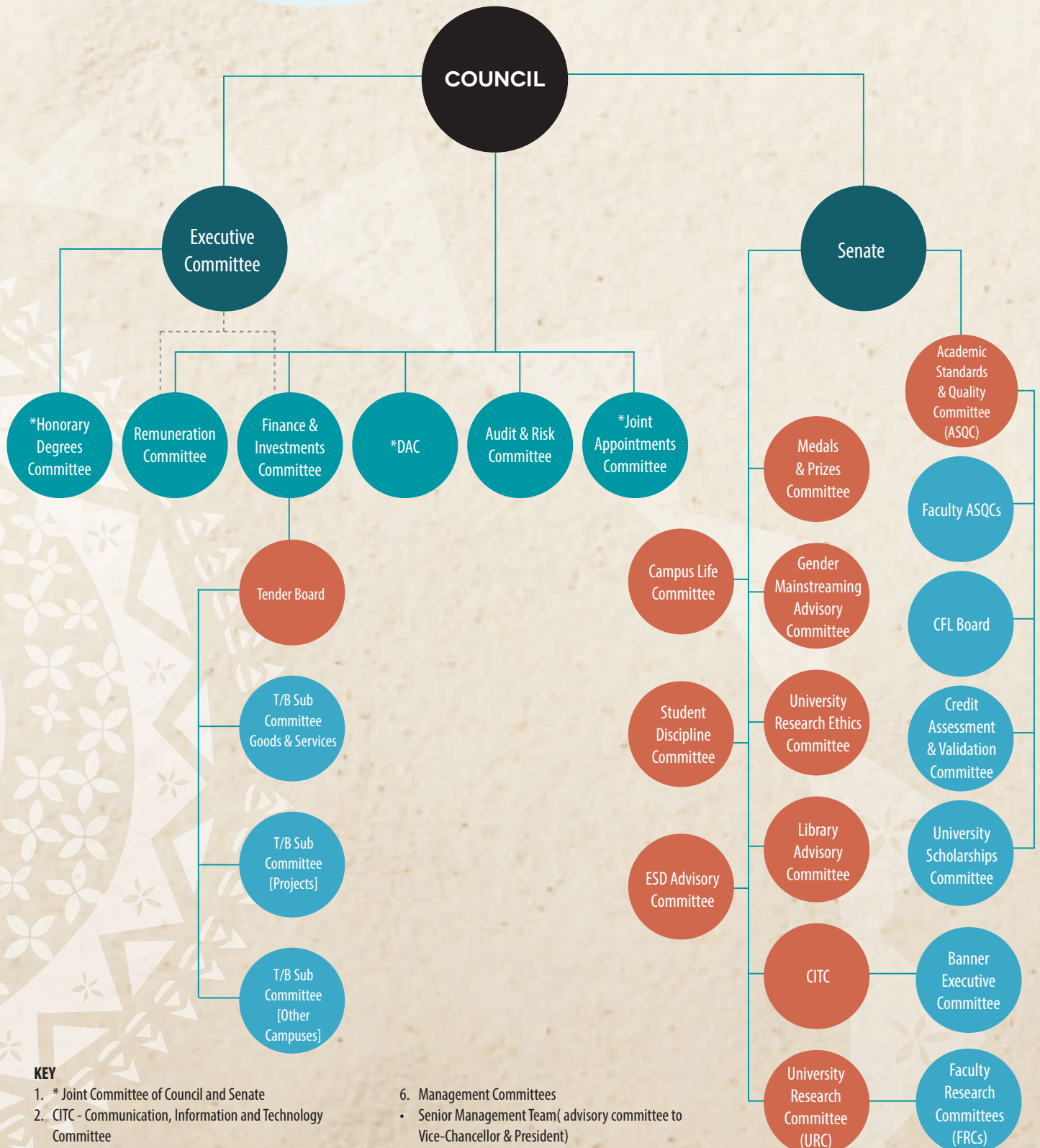
The Student Discipline Committee is responsible for student discipline according to the Ordinance and Regulation Governing Student Conduct.

The Medals and Prizes Awards Committee oversees the award of medals and prizes within the University.

Other committees are the Gender Mainstreaming Advisory Committee, the Library Advisory Committee and the Education for Sustainable Development Advisory Committee.



# UNIVERSITY COMMITTEE GOVERNANCE STRUCTURE



## KEY

1. \* Joint Committee of Council and Senate
2. CITC - Communication, Information and Technology Committee
3. CFDL - Centre for Flexible and Distance Learning
4. DAC - Discipline Appeals Committee
5. ESD Advisory – Education for Sustainable Development Advisory Committee

6. Management Committees
  - Senior Management Team( advisory committee to Vice-Chancellor & President)
  - Staff Policy Committee
  - Staff Appointment Committees
  - Staff Conduct Committee
  - Staff Review Committee



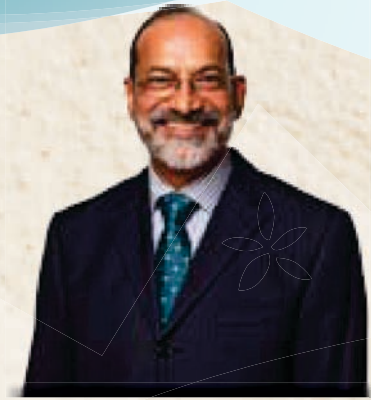
# PRINCIPAL OFFICERS



**MR IKBAL JANNIF**  
*Pro-Chancellor  
& Chair of Council*



**HIS MAJESTY  
KING TUPOU VI, TONGA**  
*Chancellor*



**PROFESSOR RAJESH  
CHANDRA**  
BA GCEd MA S.Pac., PhD Br.Col.  
*Vice-Chancellor & President*



**DR ESTHER WILLIAMS**  
BA Well., PGDipLib Canb.,  
MA Well., PhD Qld., ALIA  
*Deputy Vice-Chancellor  
(Administration &  
Regional Campuses)*



**PROFESSOR SUSAN  
KELLY**  
BA Tas., GradDipEd Canb.,  
PhD Melb., FAPS  
*Deputy Vice-Chancellor  
(Learning, Teaching &  
Student Services)*



**PROFESSOR JOHN  
BYTHELL**  
DPhil Newcastle UK  
*Pro Vice-Chancellor  
(Research & International)*



**MR KOLINIO BOILA**  
BA S.Pac.  
*Executive  
Director Finance*



**MS HEATHER STADEL**  
BA Trin.W., MA R.Roads  
*Executive Director  
Human Resources*



**DR AKANISI  
KEDRAYATE**  
Med Glas., PhD NE  
*Dean of the Faculty of  
Arts, Law & Education*



**DR KESAIA SENILOLI**  
BA S.Pac., MA, PhD ANU  
*Acting Dean of the  
Faculty of Business &  
Economics*



**DR ANJEELA JOKHAN**  
BSc, PGDip, MSc S.Pac., PhD Brist.  
*Dean of the Faculty of  
Science, Technology &  
Environment*



# ORGANISATIONAL STRUCTURE 2013







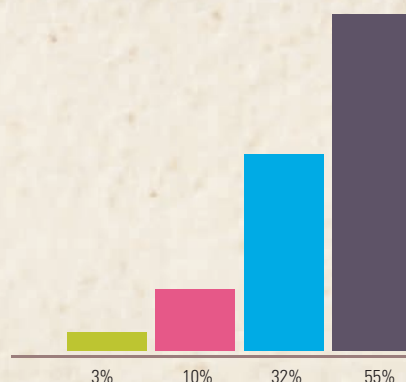
## OUR STUDENTS, STAFF AND REGION





## STUDENTS

HEADCOUNT	2012	2013
Total Number of Students	23,667	24,986
In Pre-degree Courses	8,123	8,317
In Bachelor Courses	13,501	14,336
In Postgraduate Courses	2,461	2,676
In Other Courses	660	736



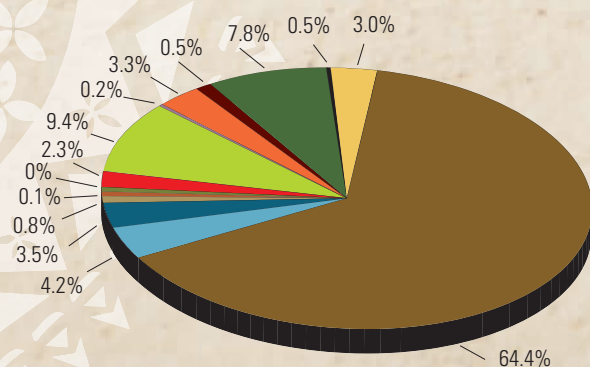
*Note: The sum of students studying at different course levels will not be equal to the total number of students as a significant number of students study between different course levels.*

■ BACHELOR COURSES  
■ POSTGRADUATE COURSES  
■ OTHER COURSES  
■ PRE DEGREE COURSES

## CAMPUS

EFTS	2012	2013
Cook Islands	58.2	61.6
Fiji - Labasa	282.5	404.4
Fiji - Laucala	8,101.3	8,783.0
Fiji - Lautoka	490.5	575.1
Kiribati	464.8	474.0
Marshall Islands	75.8	106.6
Nauru	26.0	17.6
Niue	9.5	6.6

EFTS	2012	2013
Samoa - Alafua	253.7	313.2
Solomon Islands	1,224.7	1,287.8
Tokelau	35.3	33.0
Tonga	398.4	448.6
Tuvalu	66.4	69.9
Vanuatu - Emalus	1,094.9	1,066.6
<b>TOTAL EFTS</b>	<b>12,582</b>	<b>13,648</b>



■ COOK ISLANDS  
■ FIJI - LABASA  
■ FIJI - LAUCALA  
■ FIJI - LAUTOKA  
■ KIRIBATI  
■ MARSHALL ISLANDS  
■ NAURU  
■ NIUE  
■ SAMOA - ALAFUA  
■ SOLOMON ISLANDS  
■ TOKELAU  
■ TONGA  
■ TUVALU  
■ VANUATU - EMALUS

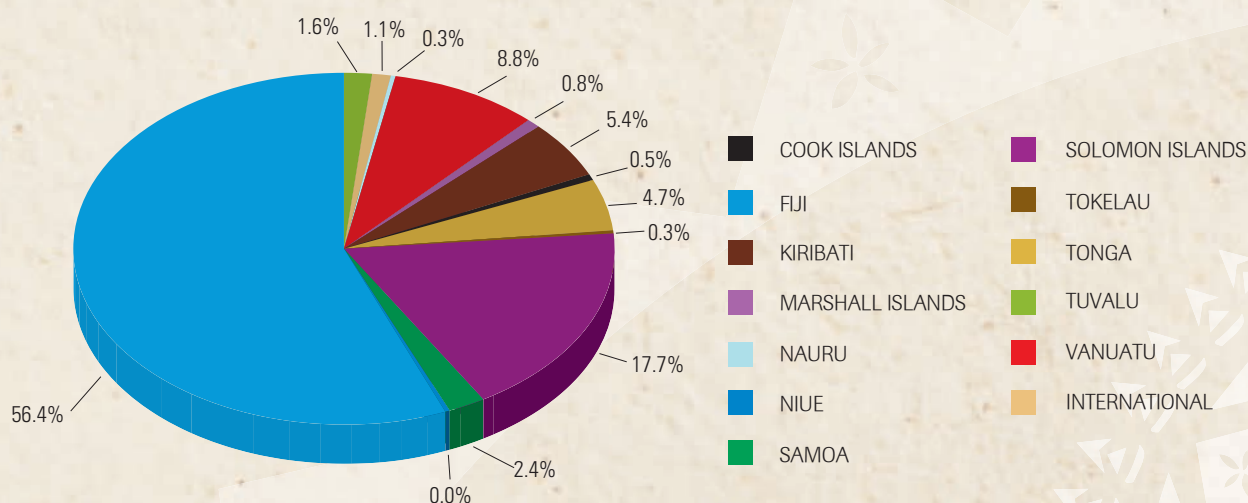
*Note: EFTS - Equivalent Full-time students is a unit measure that defines the calculated (not actual) number of students equivalent to the number carrying the workload of a fulltime student. For example, an EFTS workload of 1.0/yr for a student means that the student is equivalent to a full-time student, while an EFTS of 0.5/yr means half the workload of a fulltime student.*



## NATIONALITY

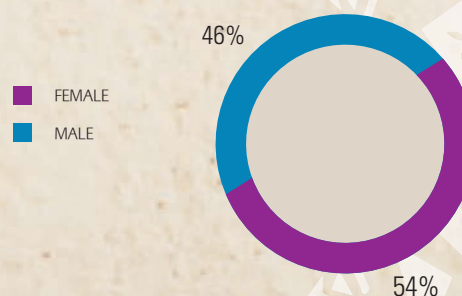
EFTS	2012	2013
Cook Islands	56.8	61.6
Fiji	7,004.1	7,702.6
Kiribati	674.4	731.0
Marshall Islands	81.5	109.0
Nauru	43.1	36.6
Niue	8.9	5.8
Samoa	296.5	334.2

EFTS	2012	2013
Solomon Islands	2,246.5	2,415.0
Tokelau	40.4	36.3
Tonga	589.6	647.1
Tuvalu	232.8	221.9
Vanuatu	1,163.4	1,200.8
International	144.0	146.1
<b>TOTAL EFTS</b>	<b>12,582</b>	<b>13,648</b>



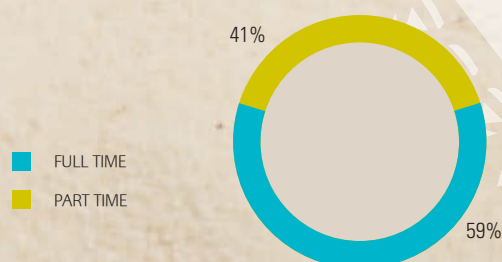
## GENDER

EFTS	2012	2013
Female	6,717.0	7,302.5
Male	5,865.0	6,345.5
<b>TOTAL EFTS</b>	<b>12,582</b>	<b>13,648</b>



## FULL TIME/PART TIME

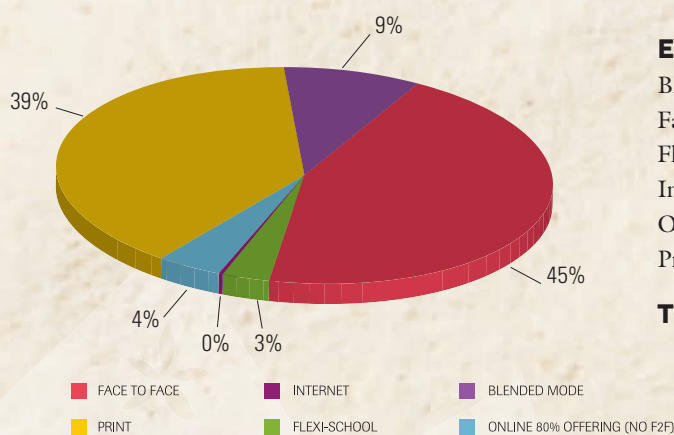
EFTS	2012	2013
FullTime	7,000.2	8,082.0
PartTime <sup>1</sup>	5,581.8	5,566.0
<b>TOTAL EFTS</b>	<b>12,582</b>	<b>13,648</b>



<sup>(1)</sup> A student is considered Part-time if the annual EFTS workload for a student is less than 0.75/yr. Where the student's annual EFTS workload is greater than or equal to 0.75, the student is considered full-time.



## MODE OF STUDY



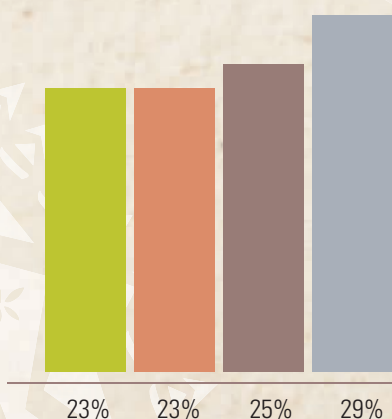
### EFTS

	2012	2013
Blended	1,091.0	1,211.3
Face to Face	5,968.0	6,145.9
Flexi-School	363.0	422.0
Internet	2.0	0.0
Online 80% offering (no F2F)	362.0	537.3
Print	4,796.0	5,331.5

### TOTAL EFTS

<b>12,582</b>	<b>13,648</b>
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## FACULTY

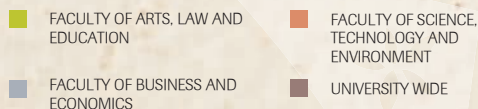


### EFTS

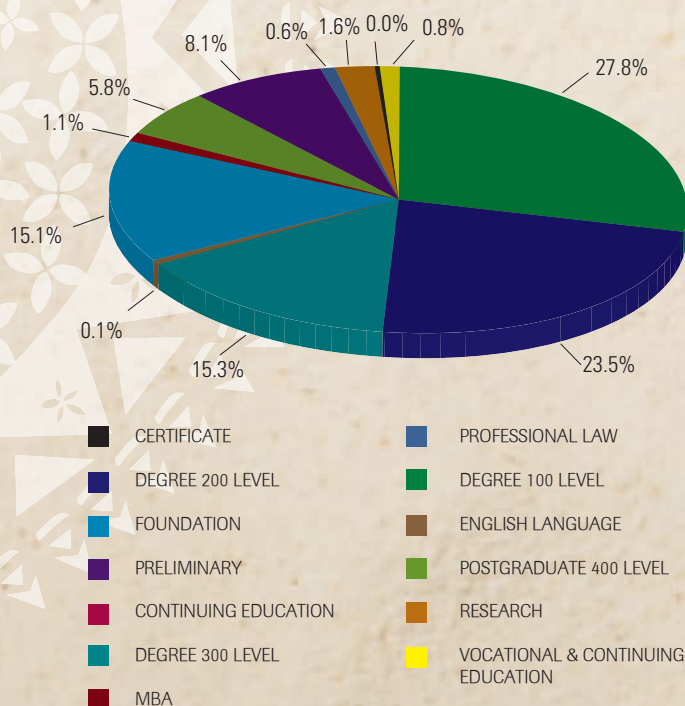
	2012	2013
Faculty of Arts, Law and Education	2,783.4	3,181.0
Faculty of Business-Economics	3,695.1	4,023.2
Faculty of Science, Technology and Environment	2,831.8	3,082.2
University	3,271.7	3,361.6

### TOTAL EFTS

<b>12,582</b>	<b>13,648</b>
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## COURSE LEVEL



### EFTS

	2012	2013
Certificate	14.1	6.8
Vocational and Continuing Education	93.5	108.3
Degree 100 level	3,533.1	3,799.2
Degree 200 level	2,672.2	3,210.7
Degree 300 level	2,003.1	2,088.0
English Language	13.9	10.5
Foundation	2,066.0	2,067.3
MBA course	187.6	147.8
Postgraduate 400 level	647.0	796.5
Preliminary	1,073.0	1,106.8
Professional Law	82.0	87.6
Research	196.5	218.5

### TOTAL EFTS

<b>12,582</b>	<b>13,648</b>
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## SCHOOL, COLLEGES AND CENTRES

### EFTS

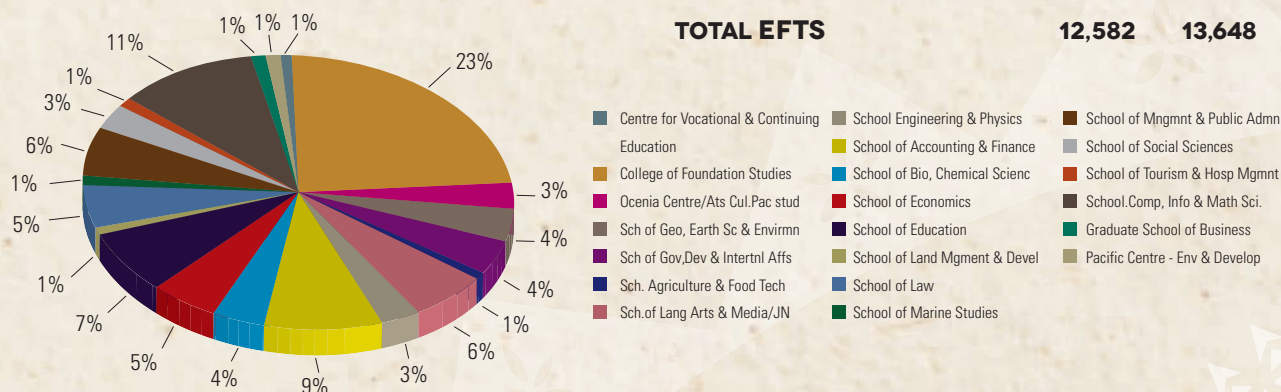
	2012	2013
Centre for Vocational & Continuing Education	105.9	115.7
College of Foundation Studies	3,139.0	3,174.3
Oceania Centre/Ats Cul.Pac stud	208.3	366.5
Sch of Geo, Earth Sc & Envirnm	500.5	492.8
Sch of Gov,Dev & Intertnl Affs	465.4	549.5
Sch. Agriculture & Food Tech	150.8	185.4
Sch.of Lang.Arts & Media/JN	781.8	816.4
School Engineering & Physics	343.3	414.1
School of Accounting & Finance	1,141.4	1,234.2
School of Bio, Chemical Scienc	472.3	529.8

### EFTS

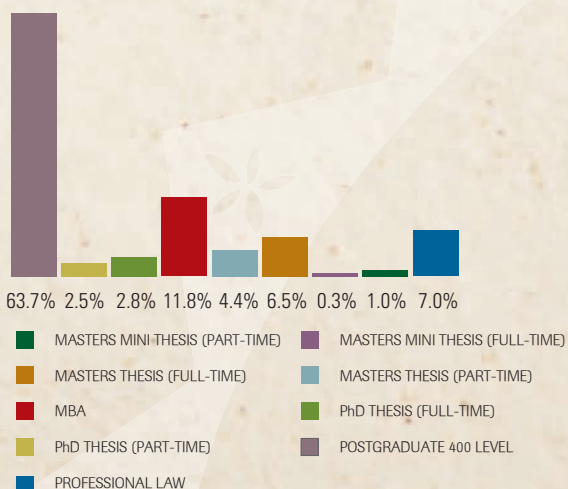
	2012	2013
School of Economics	654.1	707.6
School of Education	851.8	995.5
School of Land Mgmt & Devel	145.8	110.3
School of Law	617.4	658.3
School of Marine Studies	187.6	201.3
School of Mngmnt & Public Admn	767.5	886.3
School of Social Sciences	324.2	344.3
School of Tourism & Hosp Mgmt	182.2	201.6
School.Comp, Info & Math Sci.	1,328.3	1,444.5
Graduate School of Business	187.6	147.8
Pacific Centre - Env & Develop	26.8	71.8

### TOTAL EFTS

**12,582 13,648**



## POSTGRADUATE



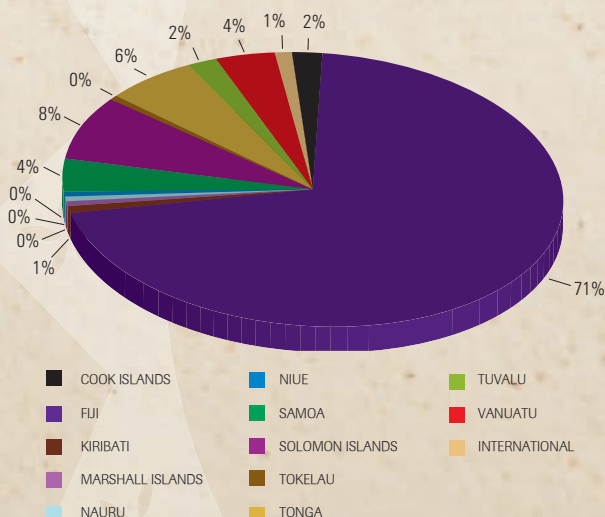
### EFTS

	2012	2013
Master Mini Thesis (Part-Time)	10.8	12.5
Masters Mini Thesis (Full-Time)	5.0	4.0
Masters Thesis (Full-Time)	71.0	81.0
Masters Thesis (Part-Time)	58.0	54.8
MBA course	187.4	147.3
PhD Thesis (Full-Time)	26.0	35.0
PhD Thesis (Part-Time)	25.8	31.3
Postgraduate 400 level	647.0	796.5
Professional Law	82.0	87.6

### TOTAL EFTS

**1,113 1,250**

## AWARDS BY NATIONALITY



### EFTS

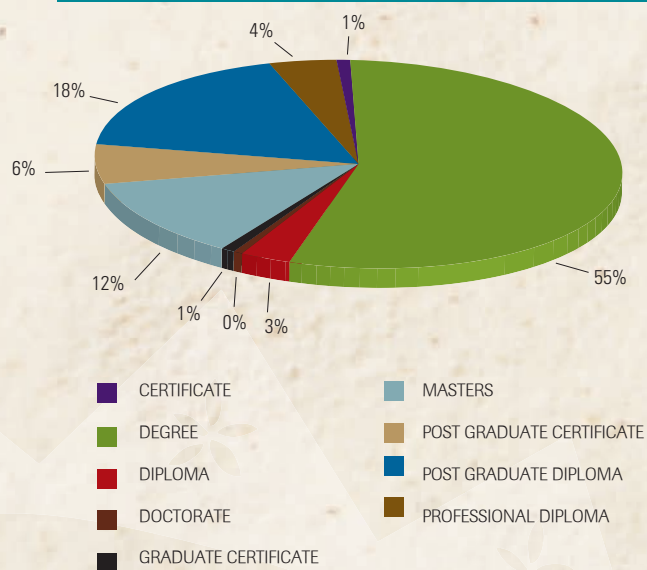
	2012	2013
Cook Islands	10	45
Fiji	1,895	1,833
Kiribati	55	38
Marshall Islands	32	16
Nauru	9	2
Niue	1	1
Samoa	90	100
Solomon Islands	204	214
Tokelau	2	2
Tonga	74	159
Tuvalu	39	61
Vanuatu	83	99
International	45	34

### TOTAL EFTS

**2,539 2,604**



## AWARDS BY PROGRAMME LEVEL



### EFTS

	2012	2013
Certificate Programs	33	15
Degree Programs	1,400	1,431
Diploma Programs	70	80
Doctorate Programs	7	4
Graduate Certificate Programs	33	18
Masters Programs	283	322
Post Graduate Certificate Programs	166	155
Post Graduate Diploma Programs	441	472
Professional Diploma Programs	106	107

### TOTAL EFTS

**2,539 2,604**

## ACADEMIC STAFF RANKING

### ALL STAFF BREAKDOWN

STAFF CATEGORY	2012	2013
Academic & Comparable	605	635
Intermediate & Junior	598	626
Hourly Paid	333	323
<b>TOTALS</b>	<b>1,536</b>	<b>1,584</b>

### SENIOR STAFF BREAKDOWN

STAFF CATEGORY	2012	2013
Academic	418	422
Comparable	187	213
<b>TOTALS</b>	<b>605</b>	<b>635</b>

*Note: Staff numbers include academic and support staff. Staff data census date is as at 31st Dec 2013.*

### STAFF BY CAMPUS AND CATEGORY

CAMPUS	HOURLY PAID		I&J		SENIOR STAFF		TOTAL		(% OF TOTAL)	
	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013
Alafua	31	29	36	36	20	16	87	81	5.7%	5.1%
Cook Island			5	6	2	2	7	8	0.5%	0.5%
Emalus	28	25	37	39	29	29	94	93	6.1%	5.9%
Kiribati			11	11	5	6	16	17	1.0%	1.1%
Labasa	4	4	8	9	1	2	13	15	0.8%	0.9%
Laucala <sup>2</sup>	263	258	438	458	515	535	1216	1251	79.1%	79.0%
Lautoka			12	14	6	7	18	21	1.2%	1.3%
Marshall Island					5	10	5	10	0.3%	0.6%
Nauru			5	5	2	3	7	8	0.5%	0.5%
Niue			1	1	1	1	2	2	0.1%	0.1%
Solomon Island	3	3	27	25	9	12	39	40	2.5%	2.5%
Tonga	4	4	16	17	10	12	30	33	2.0%	2.1%
Tokelau			1	1			1	1	0.1%	0.1%
Tuvalu			1	4			1	4	0.1%	0.3%
<b>TOTAL</b>	<b>333</b>	<b>323</b>	<b>598</b>	<b>626</b>	<b>605</b>	<b>635</b>	<b>1536</b>	<b>1584</b>	<b>100.0%</b>	<b>100.0%</b>

<sup>(2)</sup> Laucala Fiji staff numbers include the USP Headquartered staff who support the rest of the University.



## ACADEMIC STAFF RANKING

### ACADEMIC STAFF BY RANKING

	2012	2013		2012	2013
Professor	21	19	Subject Coordinator	9	12
Associate Professor	22	31	Program Coordinator	1	1
Senior Lecturer	51	48	Curator	1	2
Senior Fellow	3	2	Assistant Lecturer	80	92
Fellow	6	9	Tutors/TA's	121	123
Lecturer	77	82	Other Academics	25	0
Librarian	1	1	<b>TOTAL - ACADEMIC</b>	<b>418</b>	<b>422</b>

## RESEARCH

### RESEARCH OUTPUT BY PUBLICATION TYPE

YEAR	BOOKS	BOOK CHAPTERS	CONFERENCE PROCEEDINGS	JOURNAL ARTICLES	TOTAL	OTHERS	TOTAL OUTPUTS
2007	12	63	13	169	257	146	403
2008	17	73	16	162	268	131	399
2009	8	40	26	133	207	149	356
2010	9	65	27	144	245	152	397
2011	5	11	27	130	173	99	272
2012	18	20	56	187	281	136	417
2013*	3	29	29	142	203	62	265

*Note: The focal areas of research output at the University are: Books, Book chapters, Conference proceedings, and Journal Articles. These are the main areas listed in the 2013 Higher Education Research Data Collection (HERDC), Australian Government.*

### RESEARCH OUTPUT BY FACULTY

YEAR	FALE	FBE	FSTE	PACE-SD	OTHER <sup>3</sup>	TOTAL
2012	120	110	178	14	0	422
2013	68	71	124	7	1	271

*Note: Where two staff from different faculties share a publication, the publication is counted twice, once in each respective faculty; for this reason Faculty Research Output is higher than the University Research Output.*

### RESEARCH INCOME

	2012	2013
Total External Research Income	\$7,581,856	\$9,661,743

*Note: The definition of External Research Income is as per the 2013 HERDC.*

### RESEARCH MASTERS & PhD AWARDS

	2012	2013
Masters (Full Thesis)	46	34
PhD Thesis	7	4
Total Research Masters & PhD	53	38

<sup>(3)</sup> Non-Faculty, but USP publications. Note that 2012 data provided here reflects a more accurate estimate of the 2012 research output due to a more effective system of research data collection now in place (USPERR).



# HIGHLIGHTS OF 2013



## EXTENSION OF THE USP-AUSTRALIA PARTNERSHIP

A special function to mark the extension of partnership between USP and Australia was held on 30 January. Australia extended its support to USP under the Partnership Framework for one year, by providing AU\$13.55million, which included core funding, incentive funding, and support towards the implementation of the Strategic Plan.

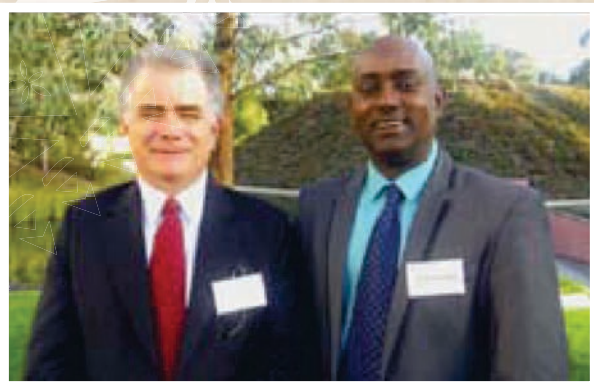
## NEW USP & NEW ZEALAND PARTNERSHIP LAUNCHED

The new three-year partnership with New Zealand was launched on 30 January. The partnership arrangement will provide USP with NZ\$15 million from 2013-2015 to support the implementation of the Strategic Plan 2013-2018. Funds will also be used in support of activities and initiatives related to governance, regional coordination, cross-cutting issues such as gender and environment, quality, and institutional and financial sustainability.



## PRESTIGIOUS AWARD FOR USP ALUMNUS AND STAFF MEMBER

Mr Neelesh Gounder, who completed his Master's degree at USP and is a lecturer in the School of Economics, was awarded the Australian Prime Minister's Pacific-Australia (PMPA) award. The PMPA awards provide 40 Australian and 50 international students the opportunity to participate in leadership development workshops.





## HIGHLIGHTS OF 2013



### NEW PACLII ADVISORY BOARD MEETING IN PORT VILA

The Pacific Legal Information Institute (PacLII), a project of USP's School of Law since 1998, has received funding worth AUS 1.8m from AusAID for the three year period July 2012- June 2015. PacLII, long supported by the Australian Government, collects and publishes legal materials from 20 Pacific Island jurisdictions on its website, [www.pacii.org](http://www.pacii.org). The service it provides is widely acknowledged as being essential to the work of the Pacific Islands legal community, and contributes to the rule of law. The PacLII board is chaired by Mr Tuiloma Neroni Slade, Secretary General of the Pacific Islands Forum Secretariat.

### CLEAN ENERGY TRAINING PROGRAMME FOR THE PACIFIC

A new programme to help promote clean energy in the Pacific was launched at the Laucala Campus on 12 February. The United States Agency for International Development (USAID), in partnership with Arizona State University (ASU), is implementing the programme, together with USP. Known as VOCTEC, the two-year programme involves solar PV capacity-building activities that are customized for the Pacific Islands and support the sustainability of off-grid solar energy installations, thereby helping to reduce carbon emissions.



### FIRST HUMAN RIGHTS-FOCUSED DIPLOMA PROGRAMME IN THE PACIFIC LAUNCHED

USP, in partnership with the Secretariat of the Pacific Community's Regional Rights Resources Team (RRRT) launched a new Diploma in Leadership, Governance and Human Rights on 20 February. The programme, designed for people working or volunteering in roles with a community or social development focus, is a recognized tertiary qualification that provides a sound understanding of the principles of effective leadership and good governance



### STRATEGIC PLAN LAUNCHED IN SUVA

The Strategic Plan 2013-2018 was launched on 25 February at a celebratory event. The Chancellor, Ulu-o-Tokelau, His Excellency Alikali Faipule Kerisiano Kalolo, was the Chief Guest. The President of the Republic of Fiji, H.E. Ratu Epeli Nailatikau, was in attendance, as were members of the diplomatic corps, heads and representatives of CROP agencies and international organisations, senior government officials, school principals, members of the USP Council and the University's Senior Management Team, staff members, media and other guests, when USP officially and publically introduced its plans to achieve excellence by its 50th anniversary.





## HIGHLIGHTS OF 2013



### CELEBRATIONS TO MARK MSG'S SILVER JUBILEE

USP hosted three days of celebrations at the Laucala Campus from 18 March to mark the 25th anniversary of the founding of the Melanesian Spearhead Group (MSG). The Melanesian Week marked a quarter century of Melanesian solidarity and growth, and was an appropriate time to reflect on the many achievements of the MSG, an organization dedicated to the development of greater cultural, political, social and economic exchange between the countries and peoples of Melanesia.

### VISIT OF CHINESE DELEGATION

An eminent team, led by the Vice-Minister of the International Department of Central Committee of the Communist Party of China (CPC), Mr Liu Jieyi, visited the Confucius Institute at the Laucala Campus on 14 March. The Vice Minister visited the office building and classrooms, and learned about the Institute's recruitment practices, course offerings, and local and regional demand for Chinese language studies.



### WELCOME FOR AUSTRALIAN GOVERNMENT-SPONSORED STUDENTS

New and continuing USP students sponsored under the Australian Awards Pacific Scholarships (AAPS) scheme, formerly known as the Australian Regional Development Scholarships (ARDS), took part in a formal reception marking the new academic year at the University. This event was organised by the Regional Scholarship Team (also known as RST), which provides services and support to those students, as specified by an agreement between USP and Australia.



### STRATEGIC PLAN LAUNCHED IN HONIARA

USP's Strategic Plan 2013-2018 was launched by the Prime Minister of Solomon Islands Hon. Gordon Darcy Lilo in Honiara on 17 April 2013. The launch coincided with USP delegation's visit to Honiara from 16-19 April 2013 to sign land lease agreement with Government and launch its new USP Solomon Island Campus project at Ndoma in Honiara.





## HIGHLIGHTS OF 2013

### CONFUCIUS INSTITUTE OPEN DAY

The Confucius Institute, based at the Laucala Campus, held its first Open Day on 7 May, which coincided with the launch of the first Chinese programme to air on the University's radio station, Radio Pasifik. The Chinese courses taught at the institute include lessons on calligraphy, paper-cutting, dancing, and singing. Students enjoy celebrating Chinese festivals and watching Chinese movies.



### RECOGNITION FOR OUTSTANDING ACHIEVERS

A special ceremony was held at the Laucala Campus to honour the highest-achieving graduates. A total of 27 recipients were awarded with gold medals and/or cash prizes in 30 different categories. The gold medalists all had cumulative Grade Point Averages (GPA) of at least 4.0. The medals and prizes were handed out by the USP Chancellor, Ulu-o-Tokelau, His Excellency Aliko Faipule Salesio Lui, together with the sponsors for the various categories.

### OVER 1200 NEW GRADUATES FOR THE PACIFIC

The first graduation ceremony for the year saw 1228 students, representing 24 countries, receive certificates, diplomas and degrees on 5 April. These graduates join the growing number of over 39,000 alumni that the University has produced over the years, many of whom occupy top positions in Government, academia, international and regional organisations, and the private sector.



### TABLET LEARNING INTRODUCED TO THE REGION

Tablet computers were distributed to students in selected courses on 10 April, as part of the Tablet Learning Project (TLP). Over 600 students received free tablets as part of the project, which aims to improve student success rates by making essential course information and resources more readily accessible. Students enrolled at participating courses at the Alafua, Emalus, Kiribati, Solomon Islands, Tonga, Lautoka and Labasa Campuses benefited from the project.





## HIGHLIGHTS OF 2013



### ISLANDS IN THE WORLD OCEANIA FILM FESTIVAL (IWOIFF)

The inaugural festival held from 15-20 April at the Japan-Pacific ICT Centre, included 46 short films and documentaries on a range of issues faced by people in the Pacific. The IWOIFF was supported by the Faculty of Arts, Law and Education (FALE) at USP, the Rochefort Pacific Film Festival in France, the French Embassy, the Secretariat of the Pacific Community (SPC) and Film Fiji.

### VISIT OF THE EU PACIFIC AMBASSADOR

The European Union's Pacific Ambassador, His Excellency Mr Andrew Jacobs paid a visit to USP on 30 April. During discussions, Ambassador Jacobs and Professor Chandra explored various ways in which the European Union and the University could work more closely together in a variety of areas.

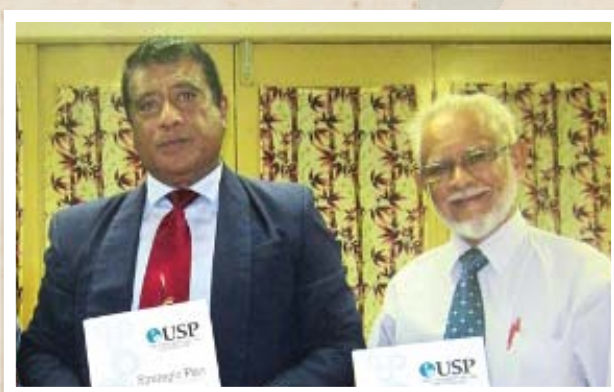


### CONSULTATION HIGHLIGHTS ONGOING COLLABORATION BETWEEN USP & MSG

A high-level consultation meeting between USP and the MSG's Eminent Persons Group (MSG EPG) was held on 2 May. The meeting, hosted by the University at Laucala, was chaired by the MSG EPG Chairman and former Fiji Minister for Foreign Affairs and International Cooperation Mr Kaliopate Tavola.

### TONGAN PM LAUNCHES USP STRATEGIC PLAN

The third launch of the Strategic Plan took place in Tonga on 13 May. The Hon Prime Minister, Lord Tu'iavakano took part in the formal introduction of the Plan to Tonga. The Strategic Plan, which outlines the University's development trajectory and its ambitions to attain and be recognised for excellence in Climate Change, Pacific Studies, and ICT, was developed in consultation with University member countries and has their strong endorsement.





## HIGHLIGHTS OF 2013



### 76TH MEETING OF COUNCIL

The 76th USP Council Meeting was formally opened by the Hon. Prime Minister of Tonga, Lord Tu’ivakano on 15 May. Amongst other important decisions, the Council unanimously agreed to renew the Vice-Chancellor and President’s contract for a further term of four years. This follows from the Joint Committee of Council and Senate’s review of his performance, and, in effect, gives him the ten-year maximum term of service under the provisions of the 2009 Handbook on Appointments made by Council.

### USP ACADEMICS BACKED BY GLOBAL DEVELOPMENT NETWORK

Three academics from the School of Economics received a competitive research grant of US\$24,000 from the Global Development Network (GDN). The research team, comprising Mr Baljeet Singh, Professor Biman Prasad and Dr Hong Chen, was one of the four teams awarded the grant. They will conduct research on *Growth Volatility in Pacific Island Countries: A Cross-Country Perspective*.



### USP AND STRATEGIC PARTNERS DRIVE RESEARCH IN MEDIA SECTOR

The collaboration between USP and the Auckland University of Technology (AUT) resulted in a themed edition of the biennial production Pacific Journalism Review (PJR) on ‘Media & Democracy in the Pacific’. Given that research is a priority of the Strategic Plan 2013-2018, USP’s academics will continue to work with partners to carry out groundbreaking work in this area.

### FORMAL PARTNERSHIP WITH SKY EDU INVESTMENT LIMITED

USP is working with an agent to recruit students for its English Language course. SkyEdu Investment Limited Fiji, a company based in Korea, is an independent student recruitment company that has been registered in Fiji since 2010. Since its establishment in 2007, it has recruited over 200 Korean students to study English in Fiji.





## HIGHLIGHTS OF 2013



### INSTALLATION OF HIS MAJESTY, KING TUPOU VI OF TONGA AS USP'S 20TH CHANCELLOR

USP formally installed the King of Tonga, His Majesty King Tupou VI, as its 20th Chancellor at the Graduation Ceremony in Nuku'alofa, Tonga on 26 July. This was a historic and memorable occasion for the people of Tonga and the University.

### FIJI PRESIDENT OPENS 12TH PACIFIC SCIENCE INTER-CONGRESS

The President of Fiji, H.E. Ratu Epeli Nailatikau officially opened the 12th Pacific Science Inter-Congress (PSIC) at the National Gymnasium in Suva on 8 July. The PSIC takes place every four years and is a key initiative of the Pacific Science Association (PSA). Established in 1920, the Pacific Science Association is a platform for discussion between academics, scientists and scholars from around the world. This was a prestigious event for USP to host in the world-class facilities of the Japan-Pacific ICT Centre.



### FIRST FIELD GUIDE ON MANGROVE & SEAGRASS SPECIES PRODUCED BY IAS

The Institute of Applied Sciences (IAS) produced the first guide to identifying mangrove and seagrass species in Fiji. It should also prove useful to other Pacific Island Countries which have similar plant species. This achievement is consistent with the Strategic Plan priority of carrying out more research which is immediately useful to the region.

### RESEARCH ON WASTE-TO-ENERGY POTENTIAL IN FIJI

A study carried out by USP's Physics staff and students confirmed that the municipal solid waste (MSW) produced in the Central Division is sufficient to generate as much as 6 Megawatts of electricity using well-known waste-to-energy technologies. This research study is an important example of how academic research can inform technological development in the region. USP staff are working with the Fijian authorities to ascertain how best to proceed given the findings.





## HIGHLIGHTS OF 2013

### TONGA CAMPUS GRADUATION

USP Tonga campus held its 2013 graduation at the Queen Salote Memorial Hall in Nuku'alofa on 26 July. More than 160 students graduated with certificates, diplomas and degrees, with females comprising 68 per cent of the graduates. Forty-two percent of the graduands were awarded postgraduate-level qualifications. It was notable that 44 MBA graduates received their degrees, as they were part of the first cohort of MBA students taught at the Tonga campus.



### “100 MEN DANCING!” ENTHRALLED AUDIENCES

The Oceania Centre for Arts, Culture and Pacific Studies (OCACPS) gave more than 100 men from the Pacific the opportunity to exhibit their dance skills in a creative and energetic display. The show, which ran for two weeks from 15 July, was staged at the Japan-Pacific ICT Centre as part of USP's commitment to promoting Pacific arts and culture. School children from around Fiji were treated to free shows, and other shows were enjoyed by a diverse audience.

### REGION'S FIRST RUGBY CONFERENCE

Renowned rugby player, lawyer, businessman, and former New Zealand All Black Eric Rush was one of the key speakers at the region's first rugby conference. The University hosted the Fiji Rugby Centenary Conference: Reflections on the Past, Present and the Future, at its Laucala Campus in Suva, on 1-2 July. The conference, which marked the 100th anniversary of the Fiji Rugby Union, saw academics, students, and rugby enthusiasts discuss the beloved Pacific sport.



### TABLET COMPUTERS FOR EXTRA SUPPORT

USP uses ICT as a pedagogical tool to assist students with disabilities or additional support requirements. The Dean of the Faculty of Science, Technology and Environment (FSTE) Dr Anjeela Jokhan officially handed over a tablet on 15 August to a student who was identified as requiring ready access to ICT-based support. Tablets will be offered to students with similar requirements on an as-needs basis.



## HIGHLIGHTS OF 2013



### HISTORIC MOU WITH SINU

The University of the South Pacific signed a Memorandum of Understanding with the Solomon Islands National University (SINU) on 8 August at its Laucala Campus. This marked the mutual intention to build a strong relationship that will enable cooperation in teaching and research to flourish.

### FIRST GRADUATION CEREMONY FOR CVCE

The Strategic Plan outlines how USP aims to rationalise and strengthen Technical and Vocational Education and Training (TVET) in the region. In line with this objective, the Centre for Vocational and Continuing Education (CVCE), formerly known as the Regional Centre for Continuing and Community Education (RCCCE), successfully held its first graduation ceremony on 3 August. Of the 115 students who graduated, 59 percent were female.



### THOUSANDS ATTEND USP OPEN DAY

Open Day 2013 was held on 9 August with the theme “USP-Shaping Your Future”. The event attracted more than 8000 students from 70 high schools to the Laucala campus alone. Acting Vice-Chancellor Dr. Esther Williams welcomed the Chief Guest, H.E. the President of Fiji, Ratu Epeli Nailatikau, invited guests and the various schools, adding that Open Day was an ideal opportunity to showcase all that USP has to offer. Other campuses held their Open Days on various dates. The earliest was the Cook Islands, which staged its function on 22 July; the final event took place on 20 September in the Marshall islands. These Open Day events were also spectacular successes.



### COOK ISLANDS CAMPUS ALUMNI DINNER

The USP Cook Islands Campus held an alumni dinner on 10 October 2013 to engage with the USP alumni community there. The event was social as well as informative at the same time. Two former MBA students of USP shared their personal experiences at the workplace during the event. They urged Governments to use local talent and expertise. They also emphasised that it is an area of required support from USP as it is an opportunity for businesses to up-skill existing staff without losing them to lengthy overseas study.





## HIGHLIGHTS OF 2013

### FIRST CAREERS FAIR AT THE LAUCALA CAMPUS

USP held its first comprehensive Careers Fair at the Laucala Campus on 13 August. Students were able to meet employers, learn more about their expectations and the current market, and make valuable contacts and connections. Representatives from various government agencies and private companies distributed informational brochures and filled questions for jobs and career paths within their respective business.



### ASIA-PACIFIC ROBOTICS COMPETITION

The School of Engineering and Physics has been taking part in the Asia-Pacific Broadcasting Union (ABU) sponsored annual Asia-Pacific robotics competition (Robocon) since 2002. In 2013, the competition was held from 16-22 August in Da Nang, Vietnam. The theme for the competition was: "GREEN PLANET". USP team topped their pool after defeating two time champions Thailand and qualified for the quarter finals. The team lost to Indonesia in the quarter finals and was ranked 7th out of 19 teams that participated.

### NEW FINDINGS FROM IAS CENTRE FOR DRUG DISCOVERY AND CONSERVATION

Five new species of the soft coral genus *Sarcophyton* (*S. aalbersbergi*, *S. aldersladei*, *S. alexanderi*, *S. skeltoni* and *S. soapiae*) were discovered as part of the master's thesis of Klaus D. Feussner, an IAS student. The research paper has been published and a televised news interview (Fiji One) was broadcast in August. Similarly, five new species in the sponge genus *Cribrochalina* have been identified as part of M. Gonelevu's master's thesis together with Professor J. Hooper. The findings are yet to be published.



### VISIT OF AUSAID'S FIRST ASSISTANT DIRECTOR GENERAL TO THE MARSHALL ISLANDS CAMPUS

The Marshall Islands Campus hosted a team from the Australian Agency for International Development (AusAID) on 2 September. The team was led by First Assistant Director General Robert Tranter, who was accompanied by the Australian Ambassador to the Republic of Marshall Islands, H.E. Martin Quinn and other AusAID staff.



## HIGHLIGHTS OF 2013



### FOURTH BIENNIAL CONFERENCE OF THE OCEANIA DEVELOPMENT NETWORK HOSTED BY USP

The Oceania Development Network (one of 11 regional networks affiliated with the Global Development Network) held its 4th Biennial Conference over three days (10-12 September) at the Laucala Campus. ODN Chair, Professor Biman Prasad of USP's School of Economics, opened the meeting and introduced the theme, "Addressing Inequality & Promoting Inclusive & Sustainable Development".

### CHANCELLOR VISITS SOLOMON ISLANDS FOR USP GRADUATION

USP's 20th Chancellor, His Majesty King Tupou VI of Tonga conferred certificates, diplomas and degrees to the 146 students who marched in the Solomon Islands Campus Graduation Ceremony, held on 13 September. The graduation ceremony coincided with His Majesty's inaugural visit to USP's Solomon Island campus, since his installation as USP Chancellor in July, 2013.



### NEW TIMETABLING SOFTWARE UNVEILED

USP formally received automated timetabling software from the Faculty of Science, Technology and Environment on 27 September. This was timely, as the University had been struggling with this for a long time and needed automated timetabling software. The software was affordable, as it was developed in-house, and is a great example of the ICT design talent at USP.

### YOUTH LEADERSHIP FORUM FOR USP STUDENTS

The Youth Leadership Forum was held on 27 September at the Laucala Campus. A total of 95 students from the three faculties participated. The forum also showcased the communications talent of current USP students, as the Emcee, Chairperson, Presenter and Final Rapporteur roles were all filled by students themselves.





## HIGHLIGHTS OF 2013

### THE CHEMICAL SOCIETY OF THE SOUTH PACIFIC'S BIO-BATTLE

The Chemical Society of the South Pacific launched an innovative activity for secondary school students on 14 September. A total of 15 schools along the Suva-Nausori corridor sent 45 students to participate. The competition took place over an hour, during which students were asked to answer as many questions as possible as a team. Whilst there was only one winning school, all participants came away with a greater interest in the natural sciences as a programme of study at the tertiary level.



### JAPAN PACIFIC ALUMNI ASSOCIATION LAUNCHED

The Japan Pacific Alumni Association (JPAA) was created to maintain strong links between Japanese and Pacific Island youth who have established friendships during academic exchange programmes. The Deputy Vice-Chancellor Administration & Regional Campuses Dr Esther Williams, who has long worked closely with the Government of Japan in her role, celebrated the launch of the JPAA at the Laucala Campus on 18 October.

### ENTREPRENEURSHIP PROMOTED TO STUDENTS

Mr Antonius Tanan, of the President of Indonesia's University of Ciputra Entrepreneurship Centre (UCEC), paid a courtesy visit to USP on 18 October. In a lecture later in the evening, Mr Tanan stated that entrepreneurship is about making something out of nothing and being innovative, which eventually leads to self-employment and sustainability.



### FIRST ALUMNI FUNCTION AT EMALUS CAMPUS

The first USP Alumni function in Vanuatu was held on 19 October 2013 at the Holiday Inn, Port Vila. The function also marked the launch of USP Alumni Website. While officiating at the ceremony, Deputy Vice Chancellor Administration and Regional Campuses, Dr Esther Williams spoke about the significance of the Alumni Network and the importance of connecting with the University.



## HIGHLIGHTS OF 2013



### USP LECTURER AWARDED FOR EXCELLENT TEACHING

Dr David Rohindra, a senior lecturer from the Faculty of Science, Technology and Environment, was awarded the 2013 Vice Chancellor's Prize for Excellence in Teaching at the Chancellery Board Room at Laucala on 21 October. Dr Rohindra said that such awards motivate staff to continuously refine their teaching methods and search for new ways to support students' academic success.

### EMALUS CAMPUS EXPANSION COMPLETED

The Vanuatu Prime Minister, Hon Moana Carcasses Kalosil, affirmed his government's strong support for USP at the official opening of the expanded Emalus Campus. The expansion project, worth US\$2.9million, was funded by China. HE Mr Xie Bohua, Ambassador of the PR China, presented the completed project to Vanuatu and USP, represented by the Hon Prime Minister and Deputy Vice-Chancellor Administration and Regional Campuses, Dr Esther Williams, respectively, on 28 October 2013.



### SUCCESSFUL ICT CONFERENCE

A two-day ICT conference, opened by Fiji's Attorney General Aiyaz Sayed-Khaiyum, took place at the Laucala Campus from 28-29 November. The official opening was attended by academics, staff and students from USP, the University of Fiji and The Fiji National University. Mr Sayed-Khaiyum, in his keynote address, stated that Fiji is well-placed to produce highly-educated and appropriately qualified human resources.

### 77TH USP COUNCIL MEETING IN SUVA

The 77th USP Council meeting was held in Suva on 6-8 November. The Council meets twice a year to discuss the affairs of the University and make major decisions, including approval of the budget and annual plan. The meeting was preceded by a one-day governance workshop which was conducted by Consultants from LH Martin Institute, University of Melbourne.





## HIGHLIGHTS OF 2013

### JENESYS GROUP 7 TOUR OF JAPAN

The last group of 21 students who made up Group 7 of the JENESYS 2.0 Project visited Japan from 23 October to November 4. The project aims to build closer relations between Japan and Pacific Island Countries. The group comprises students from Federated States of Micronesia, Marshall Islands, Niue and Palau. The JENESYS 2.0 Project is an initiative involving USP and the Government of Japan, and provided fully-funded two-week study tours to Japan for college and university students from 14 Pacific Island Countries.



### USP STUDENTS ATTEND COP 19 MEETING

Seven USP postgraduate students were part of the United Nations Framework Convention on Climate Change Conference of Parties (UNFCCC COP) which was held in Poland from 11 to 22 November. Six of the students provided support to the Alliance of Small States (AOSIS) delegation, while one offered support to the Solomon Islands delegation. The Future Climate Leaders Programme enabled the students to take advantage of this opportunity.

### RESEARCH EXCELLENCE CELEBRATED

Academic staff who have carried out research and produced outstanding publications were recognised through the Vice Chancellor's Prizes for Excellence in Research at an Awards Evening, held on 29 November. USP Vice-Chancellor and President Professor Rajesh Chandra remarked that the University's decision to offer monetary awards to staff is "now bearing the kind of fruit that we hope to see".



### USP'S IMPACT ON KIRIBATI OVER THE YEARS

H.E. Anote Tong, President of Kiribati, at a reception on 29 November, stated that Kiribati has greatly benefited from USP over the years, having sent more students to USP per capita than any other member country. USP hosted the reception to celebrate its very positive association with Kiribati, and H.E. Tong graciously attended as Chief Guest, accompanied by First Lady Bernadette Meme Tong.



## HIGHLIGHTS OF 2013



### USP & FIJI'S TOURISM MINISTRY FORGE PARTNERSHIP

On 17 December, Fiji's Ministry of Tourism and The University of the South Pacific signed a Memorandum of Understanding to cooperate through the School of Tourism, Hospitality and Management (STHM). The MOU committed both signatories to an increasingly close partnership that will further joint interest in ensuring tourism is a vehicle for sustainable social and economic development.

### ENVIRONMENTAL AWARDS FOR USP ACADEMICS

Two of USP's longest-serving academics received lifetime achievement awards during the Inaugural Pacific Islands Environment Leadership Awards in Suva on 2 December. Professor Randy Thaman and Professor William Aalbersberg, along with four others, were recognised for the volume and impact of their work over many years at the ceremony in Suva.



### 120 GRADUATE AT EMALUS CAMPUS

On 6 December, the Graduation Ceremony for Emalus Campus took place. The Pro-Chancellor and Chair of Council, Mr Ikbal Jannif officiated over the ceremony where 120 students received degrees, certificates and diplomas conferred by the USP's 20<sup>th</sup> Chancellor, His Majesty King Tupou VI of Tonga. Vanuatu Prime Minister Hon. Moana Carcasses Kalosil who also attended congratulated the graduates and wished them well for the future.

### SALARY INCREMENT FOR STAFF

The Permanent Hourly Paid, Intermediate & Junior Staff Union (PHPI&JSU) of USP received a salary increment. This followed the signature of a MOA between Professor Rajesh Chandra and the PHPI & JSU at the Laucala Campus on 8 December. Professor Chandra expressed his satisfaction with the agreement and shared his hope that the management's relations with all staff would continue to be positive.





## HIGHLIGHTS OF 2013

### NINETY-SEVEN NEW GRADUATES AT ALAFUA

The 13 December ceremony at Alafua Campus saw a total of 97 students graduate. The Chancellor, His Majesty King Tupou VI conferred the certificates, diplomas and degrees. He was accompanied by Her Majesty Queen Nanasipau'u. The Pro-Chancellor and Chair of Council, Mr. Ikbal Jannif presided over the ceremony.



### USP AWARDED SPSE BEST ANNUAL REPORT AWARD

The University of the South Pacific won the South Pacific Stock Exchange (SPSE) Best Annual Report for the third consecutive time for its 2012 Annual Report in the Cooperatives, Non-Profit and Charitable Organizations Category. This reflects very well on the corporate governance of the University, increases the University's credibility, and enhances its reputation.

### SPC'S COMMUNITY EDUCATION CENTRE TRAINING PROGRAMME HANDED OVER TO USP

A Letter of Agreement was signed at USP's Laucala Campus on 11 November 2013, officially marking the closure of the SPC's Community Education Training Centre (CETC) and commemorating its formal integration to USP. USP agreed to take on the programme and, over the course of 2013, the respective technical programmes of USP and CETC worked together to determine how best to incorporate the programme into USP's offerings, as well as which adjustments were necessary.



### HIGH-LEVEL CONSULTATION WITH AUSTRALIA AND NEW ZEALAND

A tripartite consultation meeting between The University of the South Pacific and its development partners, Australia and New Zealand, was held at the University in March and October. These meetings highlighted the progress of the projects funded by the Government of Australia. Discussions were held on future programme funding by the Government of Australia, and both Australia and New Zealand expressed their appreciation for the University's accomplishments, its commitment to develop and improve regional campuses, and for the quality of education and student support it offers.







# LEARNING & TEACHING





Just as all University staff are working with determination to achieve excellence by 2018, students are doing the same in their coursework and with their research. At a University that is committed to transformation and excellence, there are naturally very high expectations of students. The latest teaching methods and strategic tools are used by our teaching and support staff to inspire, assist and enable students to acquire and create knowledge. Staff are motivated to apply their own work experiences to their teaching to share their research interests with students, and to encourage students to maximise their learning by taking up all opportunities.

The key targets and performance indicators set in the Strategic Plan 2013-2018 guided most improvements in the area of Learning and Teaching in 2013. Most of the targets were achieved, including the aim to have 100% of undergraduate courses using Moodle. The achievement of the institutional KPIs was a top priority for the Strategic Total Academic Review (STAR) Project, which has been subsumed by the Learning and Teaching Priority Area 1 and focuses on improving student retention, course pass rates, student progression to the next level, completion rates, and employability.

USP has a strong and clear vision of the characteristics that are desirable in its graduates and works to create such individuals, who are creative; able to solve problems and think critically; good communicators; fair and ethical; ICT literate; motivated, independent, and proud to be Pacific Islanders. USP's programmes might be the best quality, its support services unrivalled, and its research outputs impressive, but the best indication of its impact on the region is its students and graduates. All of the Learning and Teaching efforts at USP produce the most capable human resources for the region. A selection of events and activities from 2013 give an indication of the progress that has been made toward the Learning and Teaching objectives, as specified in the Strategic Plan 2013-2018.

## ACADEMIC QUALITY AUDIT 2013

The beginning of 2013 involved preparations for the Academic Quality Audit, which took place in October with a visit from the Academic Quality Agency for New

Zealand Universities (AQA). This was the University's second-ever institutional audit, and focused on 1) Leadership and Management of Teaching and Learning, 2) Student Profile: Access, Transition and Admission Processes, 3) Curriculum and Assessment, 4) Student Engagement and Achievement, 5) Student Feedback and Support, 6) Teaching Quality, and 7) Supervision of Research Students.

The audit report, received in December, included comprehensive feedback, majority of which was positive. The auditors commended the progress that has been made since 2008, the content of the Strategic Plan, the improvements that have been made to ITS, the high quality of student services, and the impacts of the STAR project. The audit affirmed the plan to increase postgraduate numbers, and highlighted the need to improve academic support at the regional campuses. The University has developed an action plan based on the final AQA report, which will be implemented from mid-2014.

## VICE-CHANCELLOR'S LEARNING AND TEACHING FORUM

The 2013 Vice-Chancellor's Learning and Teaching Forum was held on 3 and 4 October at the Japan-Pacific ICT Centre's Multi-purpose Theatre. The keynote speaker, Mr. Dave Cormier, an international leader in e-Learning, open source software and open education from the University of Athabasca, spoke on the theme of "Transformative Pedagogies". In total there were 18 presentations, which involved 34 presenters. In addition, four USP authors spoke at the *USP Authors'* session.

The quality of the presentations was very high, with each one attracting questions and comments from the floor and from the Twitter feed. For the first time also this year, the Forum was streamed live to the USP campuses. At any one time, 24-34 people were viewing the Forum via the live stream.

Dr David Rohindra was awarded the *2013 Vice-Chancellor's Prize for Excellence in Teaching* at the Forum. Dr. Rohindra stated that the existence of this prestigious award motivated USP's staff to continuously improve the quality of their teaching.





## MEDALS AND PRIZES CEREMONY

The Gold Medals and Prizes Ceremony was held on 3 April at the Laucala Campus to recognise students with outstanding academic achievements, contributions to USP activities, and records of involvement with community work. The medals and prizes were bestowed on selected students by the USP Chancellor, Ulu-o-Tokelau, His Excellency Aliki Faipule Salesio Lui, together with the sponsors of the various categories. A total of 27 recipients were awarded with gold medals and/or cash prizes in 30 different categories. The recipients had to meet the criteria of achieving a cumulative Grade Point Average (GPA) of not less than 4.0 to be awarded with a gold medal

## FLEXIBLE LEARNING THROUGHOUT THE UNIVERSITY

The Centre for Flexible Learning (CFL) implemented the revised *Flexible Learning Model* which focused on programmes, rather than on course design and development. CFL also worked with the Book Centre, which is responsible for the delivery of print materials, to develop the online 'Document Management System' in 2013. This system facilitates expedient access, and has proven to be particularly useful for the regional campuses.

### *Faculty of Arts, Law and Education (FALE)*

Two new online programmes were completed at

the end of 2013: 1) the Graduate Certificate in Education; and 2) the Bachelor of Arts in Social Work. The four new Flexible Learning programmes that were completed at the end of 2013, for offer in 2014 are: 1) Graduate Certificate in Education; 2) Bachelor of Arts in Education: Secondary Teaching, Accounting; 3) Bachelor of Arts in Education: Secondary Teaching, Economics; and the 4) Bachelor of Arts in Professional Accounting.

The *UU204: Pacific Worlds* course was also completed for Flexible and Online delivery in 2013 and was externally reviewed. The other 100-level university course offered by FALE, *UU114: English for Academic Purposes* was developed online in 2013 for a pilot phase in 2014.

The online courses were reviewed by the University of Tasmania Quality Matters Review Team in November-December 2013, and recommendations will be implemented by the Faculty and Design teams at USP in January-February 2014.

### *Faculty of Business and Economics (FBE)*

The *UU200 Ethics and Governance* course was developed online in 2013. After a review by the University of Tasmania team in early 2014, it will be offered in Semester 2, 2014. The School of Tourism and Hospitality Management were successful in getting all their practicum courses fully online (4 courses)



to complement 15 other courses that are online. In addition two courses in the School of Accounting and Finance (AF102 and AF101) and two in the School of Economics (EC101 and EC306) were completed online but are awaiting external review.

#### *Faculty of Science, Technology and Environment (FSTE)*

FSTE activated the *mLearning Initiative* using new and advanced mobile technology to make pedagogy more interesting, stimulating and readily-available. The Faculty is working with Vodafone and Digicel in Fiji to implement this.

Two new Professional degrees in Computing Science (Bachelor of Software Engineering and Bachelor of Net Centric Computing) were granted provisional accreditation from the Australian Computing Society (ACS). Graduates of these programmes will be granted the ‘Certified Technologist’ (CT) title and after five years relevant professional ICT work experience, will be eligible to apply for ‘Certified Professional’ (CP) membership.

FSTE was also instrumental in driving the Tablet Learning Project (TLP) managed by the USP mLearning Committee. Six hundred tablet computers were distributed to students on selected courses at the Alafua, Emalus, Kiribati, Solomon Islands, Tonga, Lautoka and Labasa campuses in Semester 1, 2013. The tablets were pre-loaded with course materials and special applications to enable convenient access to quality learning materials especially in the regional campuses.

### **INTERNATIONAL WORKSHOPS: ACODE**

USP hosted the Australasian Council on Open, Distance and eLearning (ACODE) ‘ACODE 62’ workshop from 27 to 28 June, 2013. Participants from ACODE’s membership across more than forty universities in Australia and New Zealand joined USP staff from the Faculties and professional sections, for the two-day workshop on ‘Flipped Classrooms’. The workshop programme was based on ‘flipping the classroom’ by providing lectures and learning resources online and using ‘class time’ for discussions and activities. This methodology enabled workshop

participants to replicate student experiences and assess the strengths and weaknesses of the model in their learning and teaching contexts.

This workshop was preceded by another on Open Educational Resources (OERs), 3-6 June 2013 by Mr Neil Butcher of the South African Institute for Distance Education (SAIDE). He also delivered a public lecture on ‘Transforming Education using ICTs’, which was live-streamed to the regional campuses. Integrating such transformative pedagogies is at the heart of the Strategic Plan 2013-2018 and in the next 5 years, USP intends to be one of the top universities globally in this area.

### **ASSISTIVE TECHNOLOGIES**

A USP team comprising three CFL Design team members and the Disability Manager from Campus Life attended the U-Learn Conference in Hamilton, New Zealand in October 2013. Information on assistive technologies brought back by the team is currently being used to integrate design elements in Flexible Learning courses and programmes which will enable alignment with the USP Disability Inclusiveness Policy 2013. These interventions include both learning technologies and revised learning designs.

### **STUDENT ADMINISTRATIVE SERVICES (SAS)**

Under the BANNER Roadmap, SAS completed the entering of all 2013 and 2014 programme structures on BANNER. This activity was necessary for the progress of the Curriculum Assessment Programme Plan (CAPP) project, which started in 2012 and is scheduled to be completed in mid-2014. The project will result in students having the ability to self-assess their progress and audit their own programmes. This will be much more efficient and cost-effective than the existing procedure, which involves the manual assessment of student programmes. Other smaller SAS projects continued to progress in 2013, including the review of online admissions applications. The video for online registration, which can be viewed on U-Tube and can be used by anyone, anywhere, was completed, and the mid-year progress warning on SOLS for students with GPAs below 2.0 came into use.



## **COLLEGE OF FOUNDATION STUDIES (CFS)**

CFS piloted the decentralization of the exam marking process in 2013, with regional staff to identify, train and set up teams of contracted part-time markers for regional centres. It also involved locating and in some instances purchasing secure archive space for exam scripts along with a considerable amount of training for the part time regional marker teams to ensure standardisation. In this instance, the teams were set up in Solomon Islands, Vanuatu and Kiribati for the marking of Mathematics, English Language and Geography exams at the end of semester 2 and managed to complete the marking of around 2,500 exam scripts over a two week period. This has led to a much improved turn-around time for marking and improved service delivery in the region.

CFS staff undertook significant professional development in 2013. All staff have been registered for the International Computer Driving Licence (ICDL) and are now ready to undergo the ICDL training and testing process during 2014. CFS staff have also undertaken the Research Skills Development (RSD) training and are moving to create RSD compliant courses in 2014.

CFS main offices on Laucala Campus were relocated in the latter part of 2013 to new accommodation in the Communications Building near to Student Administrative Services and the Centre for Flexible Learning (CFL).

CFS maintained its growth in Foundation student numbers in 2013, with a total of 3,174 EFTS, representing 1% growth on the previous year.

## **CENTRE FOR VOCATIONAL AND CONTINUING EDUCATION (CVCE)**

CVCE made major strides in 2013. It was successful in getting 4 vocational and 2 professional programmes

approved by Senate to be offered as conferred qualifications. Vocational programmes are the Certificate IV in Human Resource Management (HRM), Certificate IV in Office Management, Certificate IV in IT (Support) and Certificate in Community Development (Level 3). The professional programmes are Professional Diploma in Business Management and Certificate IV in Project Management. In total, CVCE had seven conferred qualifications ready to start delivery in 2014. Four programmes have been recognised externally (Australian TAFE): Project Management, Office Management, IT (Support) and HRM. As a self-funding section, CVCE also exceeded its income target by 256% in 2013.

## **MAJOR FOCUS IN 2014**

In addition to ensuring that teaching quality continues to improve, and that student learning and attainment is enhanced, further work on projects and initiatives in the Learning and Teaching area is planned for 2014. The completion of the STAR review, implementation of an active Academic Appeals Committee, and the introduction of other procedural changes, including the automated interaction of BANNER and the Moodle Marksheet to avoid any confusion or mis-assignment of marks between the two systems, will be carried out.

It is anticipated that other major new initiatives will emerge from the AQA audit report and the STAR review. Integrating these initiatives with the Strategic Plan and monitoring via the Strategic Plan Online Monitoring System (SPOMS 2), will be a key focus for the new Deputy Vice –Chancellor, Learning, Teaching and Student Services, currently being recruited.





# STUDENT SUPPORT





USP provides a rich study environment for students. Its many campuses, facilities and services, along with a diversity of cultures and experiences of staff and students from many different background make USP an exciting and unique place to study.

Campus Life offers many activities, events, and services for the benefit of USP students and staff, as we contend that work and study balance is productive for all. Campus Life contributes to student success by ensuring a positive and welcoming environment on USP campuses, and promoting and encouraging engagement in activities and events which foster tolerance, mutual respect and personal responsibility. Campus Life is dedicated to supporting students to reach their full potential and find satisfaction in their university studies and experience.

Orientation was improved in 2013 to address the Strategic Plan 2013-2018's objectives, and so offered a new range of transitional workshops, such as "Time Management and Goal Setting", "Academic Honesty", "Avoiding Procrastination", "Using Moodle", and "Participating Effectively in Tutorials". These workshops and the campus tours not only helped students gain confidence about beginning tertiary or postgraduate studies, they also highlighted how students can access help and support. The Passport to Success @ USP 2013 Orientation Booklet was designed to encourage new students to participate effectively in all aspects of the Orientation programme and is a source of useful information to students. The six-day Orientation programme also featured a session for the parents and partners of USP students, in recognition of the vital support role that loved ones play in student success.

One of the reasons why the Orientation programme was successful is the fact that it was a huge cooperative effort, involving the Faculties, Campuses and several different sections of the University. It was coordinated by Campus Life, in partnership with the Orientation Committee and key stakeholders, and implemented by staff from across the University; all dedicated to the successful transition of first year students to the University.

## HEALTH AND WELLNESS

One of Campus Life's main achievements of 2013 was dramatically raising staff and student awareness of the importance of physical and emotional well-being and a healthy, active lifestyle. USP's First Health Week was held at the Laucala Campus from 27 May to 1 June 2013. The theme was "Invest in Yourself"; activities and information sessions encouraged staff and students to lead a healthier lifestyle through exercise, healthy eating on a budget, sports, and mental relaxation. There were workshops and seminars on a range of health issues, at Laucala and at the Marshall Islands Campus.

Throughout the year, the Sports, Recreation and Fitness Centre promoted the importance of maintaining good physical health. It led the formation of staff teams in paddling, hockey, volleyball, netball, basketball and futsal, which took part in various business house competitions. Intensive swimming classes were also offered during the year. New sports, such as chess, badminton, body building and boxing were introduced for interested students, staff and community members. Exercise classes, including New Body, Abs, Step, and Zumba proved popular. A new beach volleyball court located beside the gymnasium was completed in August 2013.

The inaugural Vice-Chancellor and President's staff and students walk along the Laucala Bay foreshore was a huge success. In addition to their health benefits, the walk was a great opportunity for all members of the University community to meet and talk informally with the Vice-Chancellor and other staff. This has now become a regular part of campus life activity.

## ACCESSIBILITY

It is important that services and facilities are equitable across campuses, and that they are accessible to all students and staff. Considerable improvements were made to the campuses in 2013 but there remains much work to do as this is a large-scale continuous improvement project. It is expected to take several years to achieve the standards of excellence to which the institution aspires. Whilst the ADB Loan Project will result in new infrastructure and improved facilities



at the two regional campuses, parallel work is being done to enhance and modify existing buildings at other campuses. For example, specific improvements to uplift the conditions for staff and students with disabilities were undertaken in 2013. The establishment of the Disability Resources Centre, with its newly renovated space staffed by three professionals, has helped the University ensure the success of students with disabilities.

There were major disability-focused projects implemented at the Laucala, Tonga, Solomon Islands, Emalus, and Alafua campuses. In these campuses improved infrastructures including ramps, more lighting, railings, and pathways were built to assist access by students with disabilities.

Over the coming years, Campus Life and Properties and Facilities sections will consult with the Disability Resource Centre staff and maintain a dialogue with disability rights professionals to ensure that accessibility is continuously improved. Additional resources and assistance will be provided until staff and students with disabilities have equal access to all areas of the campuses. USP aims for all members of its community to have an equitable experience, and also intends to set a positive example of inclusiveness for other large organisations in the Pacific Islands. The University hopes that, with an increase in services and support, students and staff with disabilities will feel that they are valued and encouraged and that our numbers with student disability will increase.

## CAREER SERVICES

The extension to the Counseling and Careers office was completed in late August, soon after the first Careers Fair for all Laucala-based students, which was held from 12-14 August. The theme of the fair was “USP Careers Fair 2013-Take a step into the unknown”. Over 2500 students took part in the event, which was an ideal opportunity for employers and students to connect. Employers were able to make presentations and engage with new graduates with the view of inviting them to consider a future with them. A number of employers had the opportunity to interview students on location and a number offered

attachments and positions to several students. In 2014, more such engagements are planned directly with key sectors and employers. This service will also be offered in other campuses.

Entrepreneurship was promoted at the event, and resources were available for students interested in the possibility of venturing into businesses of their own. Representatives from various government agencies and private sector organisations were based at the Library grounds to distribute brochures to students and answer their questions on jobs, and career paths within their respective businesses and organisations. The fair was a great success, and future fairs are being planned.

The establishment of USP’s Career Hub portal in August 2013 was another milestone. This web-based software and database system accessible to students and staff at all campuses, had over 1500 registered users (including students, alumni, and staff) within a week of its launch. This portal is updated daily with job vacancies across the Pacific and Australia, and is a valuable resource for its users. By the end of 2013, the portal had over 17,000 registered users, and featured over 500 job opportunities. This tremendous rate of growth speaks volumes of the demand for this type of service and the high esteem in which USP graduates are held. This is a good example of how USP can leverage its ICT capacity and experience to provide additional value-added services to the region.

## COUNSELLING CENTRE

Operating adjacent to the Careers Office at Laucala, the Counselling Centre also had a very productive year. It delivered a range of workshops on topics such as reproductive health, healthy diets, how to study, and how to handle stress and care for oneself. Workshops for married students were strengthened in 2013, and covered issues such as USP regulations, responsible parenting, effective partnership communication, and domestic violence. The Counselling Centre has planned to build on this success and will offer these well-received workshops at the regional campuses in 2014.





## USP LIBRARY

USP Library developed its own Strategic Plan for the years 2013-2018, which will ensure that all staff members share a clear vision of annual work plans and objectives that must be accomplished in order to deliver on the expectations laid out in the USP Strategic Plan 2013-2018. The Library Network's Strategic Plan details the Library's development in 6 strategic areas, namely Customer and Information Services; Information Resources: Collection Development; ICT and Equitable Access; Physical and Work Environment; Partnerships; and Quality Assurance. The Library has had much success in using ICT to increase efficiency, and continues to seek new ways to do this.

The year 2013 was successful, with a total of 496,143 individual visits paid to the Library compared to 381,649 visits in 2012. Loan statistics for the three major user groups of undergraduate students, postgraduate students and staff increased by 42%, 61% and 21% respectively. The Library further re-branded its Information Literacy Programme as the Information Research Skills Programme, and the total attendance

increased by 24%, compared to 2012. The Library also began issuing ISBNs, using the Agamik Software, issued by ISBN International in London in August. USP Press was the first publisher to receive the barcode.

### *Emalus Campus Library*

The Emalus Campus Library was extended under the assistance of the People's Republic of China. This additional space allowed for more selves and seating space for students. It also provided much sought-after discussion areas for students and computer work stations.

### *Alafua Campus Library*

Ku-band satellite network was installed at the Alafua campus and has improved internet speed and access to external internet sites such as the Library Databases. While slow periods are still experienced occasionally, particularly in the afternoons, improvements in service have been noted overall.



The TEEAL database was installed in the Postgraduate Labs, Student Labs, and the Library N-Computing machines at the Alafua Campus. It has also been installed at the Laucala, Emalus and Solomon Islands Libraries to improve access to agricultural resources. Their installation was sponsored by Technical Centre for Agricultural and Rural Cooperation (CTA) and Cornell University.

#### *Solomon Islands Campus Library*

The Library continues to be a popular destination for students, and space problems have persisted, despite the fact that the Library was expanded. Four new computers, which have enhanced accessibility to e-resources and databases on the USP Library web site, were installed in the Library for student use.

## COMMUNITY AND CULTURE

#### *The Vice-Chancellor's Student Forum*

The first Vice-Chancellor's forum was held on 21 March, in association with the USPSA. It was attended by a large number of students, who listened with interest as the new Strategic Plan was presented. Several student concerns, including the fee increase, water quality, and the shortage of accommodation were addressed.

#### *Volunteer Projects*

Students and members of staff from Laucala, Alafua and the Marshall Islands took part in volunteer projects funded by Campus Life from 9-12 April, through which they provided assistance to local communities during the mid-semester break.







Campus Life continued to promote the concept of Pan-Pacific consciousness and community engagement during 2013 through numerous events, including Pacific Market Days, Family Day (held at numerous campuses), celebrations to mark the Independence Days of member countries, student volunteer programmes, health promotion and awareness workshops, and blood drives.

USP has become known for its frequent blood drives, which are a relatively simple way in which staff and students can give back to the local community. Blood drives were facilitated at the Laucala, Lautoka and Labasa Campuses in 2013. In addition, Campus Life worked with Fiji National Blood Services to organise World Blood Day, which was held on 15 June. USP was acknowledged at the World Blood Donor day celebrations, winning, for the fourth year in a row, the Divisional Award and National Award for the Highest Collection at a Tertiary Institution.

#### *Recruitment of First Year Experience Coordinators*

The three Faculties (FALE, FBE and FSTE) recruited First Year Experience (FYE) Coordinators. The Faculty FYE Coordinators have organised various activities and programmes aimed at improving the first year student experience which includes collecting student data on first year students by campus, establishing a

FYE Framework of Action, holding Talanoa sessions, creating a Moodle shell presence, refresher and induction programme, working with the School of Journalism to create a video for FYE promotion and launching in Tonga and Samoa (22-26 October 2013), organising FYE ambassadors, developing a FYE website, producing marketing materials such as posters, brochures, and pamphlets and developing a logo for FYE.

### **MAJOR FOCUS IN 2014**

The Campus Life team will continue to create new opportunities and a relevant and useful array of programmes, services and facilities for all members of the University community. From simple activities such as replacing the roofs on the five study bures (completed in September) to devising complex new services across locations, Campus Life is dedicated to making USP a better place to live, study and work.

It will continue to engage with staff and students to create leisure and wellbeing activities that meet demand, are inclusive, and promote positive and healthy living. Areas in which Campus Life will seek to provide additional opportunities and experiences in the future include leadership, multiculturalism, student governance, administration and management, personal safety and security, and mentoring.





# RESEARCH AND INTERNATIONALISATION





Research is a crucial activity of any university, and the world's best universities are renowned for the quality, quantity and impact of their research outputs. Thus, an increase in research activity and the external recognition of that research is an essential part of USP's journey to excellence.

The establishment and nurturing of a research culture at the University is a long-term endeavor. It requires that interested staff and students are aware of and have access to necessary funds, appropriate facilities, and constant support. The Research Office has implemented a series of activities that not only encourage staff and students who are currently research-active, but that ensures a favourable research environment and enable a research set-up that will remain in place over the long-term. The Research Office has identified appropriate strategies to encourage research at USP, and determined the best operational approaches to support research at USP now and into the future.

The Research Office is implementing the Strategic Research Themes, hosting regional and international research-related conferences, and providing more financial support for conference attendance. The establishment of the Pacific Islands Universities Research Network (PIURN) is part of USP's regional commitment, and the Research Office is continuing to work to embed the Research Skills Development (RSD) framework within the curricula. It supports postgraduate students and staff through training and workshops. The revamping of the Research Office webpage to reflect more directly the kind of research being carried out at the University is assisting research-active staff and students, who can also refer to the Research Office Dashboard, which displays research-related statistics and the staff webpage on research profiles.

## HIGHLIGHTS OF 2013

### *Improved Research Outputs Recognised*

In November, the University announced that the year 2012 produced the most, and the best quality, research in USP's history. There were 412 total outputs, which included 45 A/A\* publications. As of 31 December 2013, the number of ranked publications (A, A\*, B and C by ERA2010) was 80, higher than it was at the same time in 2012, but reliable figures for 2013 will

not be available until almost mid-2014 when publisher data are released and can be verified. The final figure for 2012 is 113 ranked publications.

### *First-Ever Research Benchmarking Study Completed*

A first-ever study on the relative strength of research at USP was conducted in 2013 by Emeritus Professor Geoffrey Kiel and Frank Larkins of Melbourne University. The research performance of USP was benchmarked against seven Australian comparator universities. The findings support the conclusion that the research profile of USP strengthened during the three-year period 2010-2012.

### *Steady Number of High Quality Research Outputs*

The number of high quality (A - and A\*- ERA2010 ranked) publications from USP has, since 2009, hovered above the 25 per annum mark. As of 31 December 2013, USP recorded 31 A/A\* publications, the fourth highest in USP's history.

### *Visible Impacts of Research Cluster Initiative*

The University was mandated by the USP Council to operationalise the inter-disciplinary research clusters before the end of 2012. These clusters have been the subject of considerable discussion across the University, with most stakeholders acknowledging their value, particularly the fact that they are inclusive (mainly of early-career staff and postgraduate students) and focus on key challenges facing the Pacific Islands region. Even though the cluster initiative only became operational in November 2011, the outputs have been encouraging. In 2013, there were five ranked journal publications, four workshops, five conference papers, two field reports and a book was nearing completion. The research clusters have been renamed the Strategic Research Themes.

### *Research Skills Development (RSD) Framework Implemented in 1st Year Courses*

Research Skills Development (RSD) is about the explicit and coherent development of research literacy and skills in a systematic manner from the undergraduate to postgraduate levels in University curricula. Out of the 100-level courses selected for RSD implementation, RSD marking rubrics were designed and implemented during 2013 in the following nine



courses: ED153 (FALE), HY101 (FALE), MG101 (FBE), AF101 (FBE), DG101 (FBE), BI102 (FSTE), CH101 (FSTE), IS121 (FSTE), and GE102 (FSTE). One other introductory course, TS106 from the tourism discipline, was seen to be RSD compliant as all the research literacy and skills of the RSD framework were assessed using an existing marking rubric for an assignment.

#### *Research-Related Training Delivered*

A series of workshops in SPSS (basic, intermediate and advanced levels) ran from May through August. About 80 participants, including Masters and PhD students, and staff registered for all three sessions. One of the main presentations, on “Data Analysis and Statistics in Research”, raised awareness of the importance of good data analysis practices and the usage of statistics and different statistical software programmes for data analysis and interpretations.

#### *12th Pacific Science Inter-Congress (PSIC)*

The 12th PSIC, a key initiative of the Pacific Science Association (PSA), was hosted by USP in July 2013. As a platform for discussions on “Science for Human Security and Sustainable Development in the Pacific Islands and Rim”, it attracted hundreds of abstracts, of which 367 were accepted. The President of Fiji, H.E. Hon Ratu Epeli Nailatikau presided over the official opening and welcomed almost 700 participants from around the world.

#### *Pacific Islands Universities Research Network Established*

USP played a major role in the establishment of the Pacific Islands Universities Research Network (PIURN) on 10 July, 2013. PIURN is a regional body which links all the universities in Papua New Guinea (6), Fiji (3), French territories (2), and Samoa (1), and their resources to tackle regional problems via research and development.

#### *Key Performance Indicators and Targets*

Four targets linked to the 2013 KPIs have been met. Firstly, the target of 1.5 publications per staff over a 3-year period (2010, 2011 and 2012) was exceeded with 2.13 publications per academic staff. Hence,

there has been a clear increase in the number of research publications over the period. Secondly, while research income of \$9.6m did not meet the SP target of \$12m, there was an encouraging 28% increase of more than \$2m on 2012 research income. Thirdly, the regional commitments of USP were realised with the implementation of the Strategic Research Themes and the establishment of PIURN, that will be coordinating efforts in forming a Regional Research Council. Fourthly, with the 15% 10-year PhD completion rate, the 2013 target of a 10% ten-year completion rate has been exceeded.

#### *Research Awards*

Several prize recipients were named at the Research Awards Evening on 29 November 2013. The 2012 Vice-Chancellor’s Prize for Best Research Publication was awarded to Mr. Klaus Feussner, Ms. Kavita Ragini, Mr. Rohitesh Kumar, Dr Katy Soapi, Professor Bill Aalbersberg and Dr Brad Carte for their co-authored publication published in the prestigious journal *Natural Product Reports* titled *Investigations of the marine flora and fauna of the Fiji Islands*. The report led to the creation of a Center for Drug Discovery and Conservation at USP in 2006. It has also led to the re-classification of the taxonomy of some important marine organisms, which is critical to this field and others.

The 2012 Vice-Chancellor’s Prize for Student Research went to Mr. Jai Goundar for his contributions as lead author of the publication titled *Numerical and Experimental Studies on Hydrofoils for Marine Current Turbines* published in the prestigious journal *Renewable Energy*. Mr. Jai Goundar co-authored this publication with his supervisor Dr. Rafiuddin Ahmed and another researcher from outside the University.

The 2012 Vice-Chancellor’s Prize for Innovation was awarded to the Timetable Team of Dr Anjeela Jokhan, Mr. Harsh Saini and Mr. Kaylash Chaudhary for the successful development and implementation of USP’s first ever timetabling software. This innovation has resulted in a reduction of the time taken to produce a timetable; work that previously took two months now takes one hour. In addition to being incredibly useful, this software was very good value as compared



to commercial software, which could have cost over \$70,000 plus licensing fees. This innovation has proven timely, given the increase in student enrolment numbers and the issues that arose from the manual timetabling of the past.

The 2012 Vice-Chancellor's Prize for Research Impact was awarded to Professor William Aalbersberg for the breadth of his research and his vast contribution to student research training. The research undertaken under Prof Aalbersberg's leadership is of the highest international quality, spans several fields of importance to the South Pacific region, and has been consistently recognised through the considerable external funding that has been secured from international agencies. The societal impacts of his work have been profound and long-lasting in the South Pacific region, and the research findings from his Institute have been vital to establishing regional safe health and environmental management practices.

#### *Strategic Research Themes*

In order to make research more relevant to member countries, the University has implemented five of the seven Strategic Research Themes (SRTs). Two SRTs (Pacific Cultures & Societies and Human Capacity Building & Leadership) are awaiting new staff appointments in these key strategic areas. Two projects have commenced under the newly implemented SRTs with funding totaling \$178,025. Following two Strategic Research Themes Implementation Group meetings held in March and September, a modus operandi for the new SRTs has been developed and the Research Office is in the process of drafting a communications and marketing plan to rigorously market the SRTs, which will be fully implemented in 2014.

#### *Regional PhD Research Students*

With the implementation of the Regional PhD Scholarship Scheme, 10 scholarships have been awarded and are in place. Five further scholarships have been awarded to start in semester 1, 2014.

## **MAJOR FOCUS IN RESEARCH IN 2014**

The major focus in 2014 remains the quest to increase the quality, quantity and impact of research conducted at USP, nurture an even better research environment at USP, provide stronger support for the Strategic Research Themes, and further enhance research collaboration among regional and international universities and institutions, via activities that have been elaborated in the 2014 Annual Plan, including the following:

- Further enhance the roles and visibility of the SRT-based research clusters to the extent that they will be able to attract external funds for their project and reduce reliance on USP fund;
- Develop a training framework that will include enquiring skills in thesis writing, paper writing, grant writing, and supervision, and research methodologies;
- Deploy the BANNER Research Accounting (RA Module) to track every research-related activity, from research proposals to research incomes; and
- Develop a marketing plan to market a "USP Research" brand.

## **INTERNATIONALISATION**

As a regional university, USP always enjoys a highly diverse student population. All members of the USP community are enriched by the sheer variety of people at the University, and this range has, over the years, certainly contributed to the vibrancy of the USP experience.

Increasing linkages with institutions overseas, more support from foreign governments and development partners, the greater mobility of people in an inter-connected world, outstanding ICT facilities, and an active International Office have made it possible for the University to make substantial progress on its internationalisation agenda. A number of projects were implemented in this area in 2013, and when complemented by the new MOUs signed with institutions overseas, the number of staff recruited from outside the region, resulted in a higher overall degree of internationalisation at USP.



International student recruitment is one of the key tasks of the USP International office. In 2013, the recruitment plan was revised to include the most effective recruitment strategies. An institutional market analysis was carried out at the beginning of the year, and recruitment strategies were developed according to the needs of the niche markets. Over the last three years, international student income has increased from \$481,000 in 2010 to a little over \$1.35 million in 2013. While international student recruitment is a challenge for a number of reasons, international student enrolments (head count) have gradually increased in the last few years from 259 in 2011, 287 in 2012 and 310 in 2013.

Some of the highlights for 2013 include the growth of the USP Exchange Programme; the approval of the EU funded Building University Links for Action (BULA) Project, improvements to International Student Support Services, the signature of an agreement with SkyEdu, and the hosting of the Intra-ACP Mobility Scientific Meeting.

## USP EXCHANGE

Expectations for USP Exchange were surpassed in 2013, as more and more students were confident and interested enough to take up an increasing number of exchange opportunities. The target is to have 30 USP students participating in a Study Abroad experience by 2018. In 2013 alone, 31 USP students studied at universities overseas. Study abroad destinations included universities in Australia, New Zealand, Japan, USA, Canada, Trinidad and Tobago, Sweden, Portugal, and the Netherlands. The major increase was largely due to the increased number of EU-funded mobility projects that USP has participated in or joined since 2012, including Mundus programme, Academic Networking: A Gateway for Learning Experiences (ANGLE) and Caribbean-Pacific Islands Mobility Scheme (CARPIMS). As scholarship funds for USP Exchange are limited, the International Office will continue to encourage USP students to apply for Erasmus Mundus-funded exchange programmes, if they wish to study abroad.

USP International organised the first-ever Exchange Fair in October 2013. The purpose was to create awareness of the USP Exchange Programme and to recruit students and staff to participate. A total of 316 students attended the Fair and were registered in the Exchange database.

## APPROVAL OF THE BULA PROJECT

In June 2013, the Education, Audiovisual and Cultural Executive Agency of the European Commission approved a proposal from the university to coordinate an Intra-ACP Academic Mobility Scheme. Titled BULA – Building University Links for Action; the EUR 1.2million project was successful and is now in its organisational phase. The project will involve the mobility of approximately 60 Masters and PhD students within partner universities of the Pacific region, and will help boost enrollments of international research students at USP over the next three years. Project partners include the Papua New Guinea University of Technology (PNG), Universidade Nacional Timor Lorosa'e (Timor-Leste) and the University of Porto in Portugal (as the technical partner). Associate partners include the University of the West Indies, Pacific Disability Forum, Pacific Foundation for the Advancement of Women, and the Island Food Community of Pohnpei. One of the main objectives of the Project is to strengthen institutional cooperation by sharing information about different institutional and higher education systems.

## INTERNATIONAL STUDENT SUPPORT

USP International monitors international student expectations and experiences and provides comprehensive support services. To ensure students are well oriented before their arrival, USP International Office purchased webinar software and hosted a number of successful sessions for students from the Caribbean and the USA in 2013, who appreciated the fact that contact was made before their arrival at USP. The use of the webinar software will continue to improve the student experience and enable staff to prepare thoroughly to meet the needs of individual international students prior to their arrival.







## SKYEDU MOU

USP entered into a MOU with a Korean student recruitment agent SkyEdu in June 2013. In less than a month SkyEdu was able to recruit 10 students for the Intensive English Programme, which commenced in July for a period of 22 weeks. Fifteen more applications were received in November for enrolment in 2014. These numbers demonstrate the tremendous potential for student recruitment in the Korean market. SkyEdu expanded its student recruitment to the Japanese market in late 2013, and it is projected that SkyEdu's work will result in a doubling of student numbers for the English Language Programme by Academic Year 2015.

## INTRA-ACP PROJECT SCIENTIFIC COMMITTEE MEETING

USP was approached by the University of the West Indies and the University of Porto to host the Intra-ACP Mobility Scientific Committee Meeting for the ANGLE and CARPIMS Projects in May. The week-long meeting brought Consortium members from universities in the Caribbean and Europe to USP to select scholarship recipients to discuss the awarding of scholarships for Masters and Research students from the ACP region to study in partner institutions of the ANGLE and CARPIMS Consortium. USP co-ordinates both the ANGLE and CARPIMS Projects, together with the University of the West Indies and the University of Porto. USP will host approximately fifteen Masters and PhD students from the Caribbean region in the first semester of 2014.

## INTEGRATION OF INTERNATIONAL AND MEMBER COUNTRY STUDENTS

During 2013, international students showcased their own cultures, and demonstrated their learning

of Pacific Island songs and dances, at events such as Open Day and other on-campus gatherings. New programmes will be devised that will encourage the interactions between international students and their regional counterparts.

## MAJOR FOCUS IN 2014

In order to establish a truly international environment at USP, the International Office will need to continue to work diligently to boost international student numbers. USP International office is working diligently to achieve a number of milestones in 2014, including:

- The launching the EU funded BULA Project in April; which will foresee the mobility of about forty Masters and PhD students within the BULA Consortium;
- Hosting at least two major pre-arrival webinar sessions for new students who will arrive to study at USP in February and July;
- Develop and sign an agreement with a Japanese student recruitment agent, who will assist USP International in recruiting Japanese students for the Intensive English Programme;
- Expand Study Abroad offers to the German market by attending two major Study Abroad Fairs in Frankfurt and Berlin in June and November;
- Develop and sign an agreement with the Department of Veteran Affairs in the United States of America, which will allow US veterans to apply for funding to study at USP; and
- Develop and sign an agreement with the UK Skills Funding Agency, which will allow UK students to apply for funding to study at USP.





# INFORMATION AND COMMUNICATIONS TECHNOLOGY





USP has long been regarded as the regional organisation with expertise in ICT, and has readily accepted a leadership role. The University's early experience in using ICT for education has meant that it has always embraced the latest technologies and ICT tools early and with confidence. It was clear from the outset that, given the challenges it faced as an institution spread over time zones and open ocean, ICT would be an ideal mechanism to increase access, productivity and efficiency at the University.

ICT is now part of every aspect of USP's operations and is continuing to grow in importance. This importance is reflected in the fact that it has itself become a Priority Area of the Strategic Plan 2013-2018. ICT is crucial to successful results in all other Priority Areas. It must be developed, not only in order to meet growing demand for capacity, but also because USP intends to share its experience and resources to assist its member countries to participate effectively in the global knowledge economy.

The Information Technology Services (ITS) section, based at the Japan-Pacific ICT Centre, has primary responsibility for ICT at USP. It also works closely with FSTE's School of Computing, Information and Mathematical Sciences, which is also based at the Japan-Pacific ICT Centre.

The year 2013 was both an exciting and challenging one for ICT at the University. It was crucial for ITS to immediately implement key areas of the Strategic Plan in the first year so as to facilitate work on other parts of the Strategic Plan. As the other Priority Areas depend on ICT tools and support for their success, there was considerable pressure on ITS to perform and deliver.

## **USP AS THE LEAD CROP AGENCY FOR ICTs**

ITS began 2013 with a new role, with the transfer of the chair of the CROP ICT Working Group to USP under the leadership of the Vice-Chancellor and President. The role of this Working Group has been to collate the various inputs from the CROP agencies, advice Pacific Islands Forum countries on new opportunities, and address challenges and issues related to ICT.

USP extended the membership of the CROP ICT Working Group to include the Pacific ICT Regulatory Resource Center (PIRRC), Pacific Island Computer Emergency Response Team (PacCERT), Pacific Island Internet Chapter (PICISOC), and the Pacific Islands Telecommunication Association (PITA). These additional organisations were established to deal with various ICT issues in the region, and so it is important that these organisations are involved with the CROP ICT Working Group. The Group functioned well over the course of the year, and is well placed to assist regional countries with ICT development.

In January 2013, the Vice-Chancellor and President led a team from USP to the Asia Pacific Advanced Network (APAN) meeting in Honolulu. There were discussions at this meeting on the importance of the Pacific Region having a Pacific Island Research and Education Network (PIRREN). It was suggested that USP should be the regional focal point for PIRREN.

In April, the European Union (EU) and the African Caribbean and Pacific Group (ACP) hosted a conference in Apia, Samoa to further consider whether to establish the PIRREN. That meeting again confirmed that USP should take the lead in negotiations relating to the establishment of PIRREN.

USP took on the responsibility. However, this project could not get underway. While pursuing this project USP decided to further expand USPNet and extend its benefits to its member countries, and commenced negotiations with the regional countries where submarine fibre was to be placed. The University arranged with the Marshall Islands Telecommunications Authority for a dedicated 100Mbps pipe from RMI via Guam to Sydney, Australia, where AARNet would then take ownership of the connectivity and forward all of this network traffic to Laucala Campus, as with any other normal communication coming in on the AARNet pipe. Although this arrangement took USP a year of negotiations to secure, the result was positive in term of cost since USP now has a special and non-commercial cost. USP plans to draw on its experience when it commences similar negotiations with the Government of the Kingdom of Tonga in early 2014. The Government of Vanuatu will also be approached on the establishment of a similar fibre link.



One of the core projects that was successfully implemented was a redundant fibre for the AARNet backhaul from the FINTEL Hub Station to Laucala campus. The main objective was to provide redundancy for this critical service and ensure USP ownership of critical infrastructure. The commissioning of the new fibre was completed in late December 2013.

## RE-ARCHITECTURE AND RE-ENGINEERING

One of the major tasks, as specified in the Strategic Plan, in the ICT Priority Area, is the review and re-architecture of both the Wide Area Network (WAN) and the Local Area Network (LAN) in order for ITS to meet challenges that lay ahead. This involved the assessment and in-depth analysis of all services in 2013. This exercise was performed exceptionally well and the rewards are expected to be evident by 2014.

The assessment made clear that USP needs more bandwidth for the USPNet Satellite network. Almost half a million Fijian dollars was invested in additional bandwidth. In August 2013, ITS acquired additional 10Mhz of Ku-band, which increased the total Ku-bandwidth from 5Mhz to 15Mhz. That additional bandwidth allowed ITS to utilise both Ku-band and C-band for regional connectivity.

USP LAN is a very sophisticated network; the re-design process focused on the optimisation and efficient utilisation of it. The LAN upgrade included the installation of the New Core Router and the upgrade of the AARNet Edge Router, as well as the replacement of the core Firewall and some switches. This has improved the reliability of the network and will also help to cope with an increase in complex threats and the exponential growth in wireless traffic.

In December, the re-architecture of the WAN was implemented, as was the re-engineering of the network to address the demands of the Solomon Islands Campus. As more and more students enrol at the Solomon Islands Campus, it was essential that ITS had a solution ready. The solution was to re-engineer our Quality of Service (QoS) to give Solomon Island a dedicated pipe and sub-net. In other words, Solomon Islands has its own dedicated link. This re-engineering has proven to be very successful, as the registration for

semester 1, 2014 went very well and was free of any major network issues.

Another major project of 2013 was the construction of a 10G fibre optic ring at the Laucala Campus, which has made the fibre network more robust and stable.

The BANNER Roadmap was implemented throughout the year. There were many milestone achievements, including the completion of the Curriculum Advisory Programming and Planning (CAPP), which provides for fully automated online applications and admissions. ITS also worked with the Human Resource section to develop an online Staff Development and Appraisal system and Grievance Management System. The successful procurement of a more sophisticated BANNER infrastructure to cater for the future growth of USP cost more than FJ\$1 million, but provides USP with the platform for data warehousing and allows the full automation of more applications.

ITS also negotiated the BANNER license with the provider, Ellucian, for another 10 years. It was not an easy negotiation and, even though the Ellucian Headquarters was not able to reduce the costs, USP was able to secure 160 hours of free service, worth FJ\$300,000.

USP has also engaged with Open Source applications. ITS has developed a policy on how USP should fully utilise Open Source alternatives, which was approved by USP's Communication and Information Technology Committee (CITC). This also enables ITS to categorise all Open Source software and applications used at USP.

In addition, ITS re-designed its website to make it more friendly and accessible. The enhancement of the website is one way in which ITS is trying to improve its services to students and staff. The new website is easier to navigate and enables users to find help and solutions to their problems. It also keeps users informed on the status of their issues if they have lodged their queries with ITS and provided all pertinent technical details.

The Pacific ICT Regulatory Resource Centre (PIRRC) operated under funding from the World Bank and ADB. The inaugural Director of PIRRC ended his employment in June, and a new Director was appointed in July. The Pacific Island Computer Response Team





(PacCERT) also continued to operate in 2013, with full funding from USP. New sources of funding for both of these services will need to be found by mid-2014, when the current funding arrangements expire.

USP and Pacific Islands Telecommunications Association (PITA) hosted the Pacific Islands Network Group Training (PacNOG14) training in early December at the Japan-Pacific ICT Centre. Participants came from Tonga, Papua New Guinea, Solomon Islands, Kiribati, Marshall Islands, Samoa, American Samoa, Tokelau, Cook Islands, Fiji and Tuvalu.

The Tertiary ICT Working Group, comprising USP, Fiji National University, and University of Fiji, and led by the Director of ITS, hosted a two-day conference from 28 to 29 November, with the theme “Enabling Access for All”. The conference was officially opened by the Acting Prime Minister and Attorney General of Fiji, Mr. Aiyaz Sayed-Khaiyum, and the feedback from the conference was very positive.

## MAJOR FOCUS IN 2014

The re-architecture of the entire network will continue in 2014. The BANNER roadmap, including the implementation of work flow and reporting tools is expected to be completed. Although ITS has carried out a lot of project work on the re-engineering of the network, one of its major tasks for 2014 is the development of USP’s Single Sign-On, the creation of a more robust wireless authentication mechanism in Network Access Control (NAC), and the re-engineering of the network proxy for a more secure network. The development of the Regional Knowledge Hub is another priority project for 2014.





# REGIONAL AND COMMUNITY ENGAGEMENT





As the region's university, USP has always been outward-looking and aware of the needs and priorities of its constituent communities. The better it understands the region it serves, and the more the USP community interacts with its constituent and its neighbors, the more relevant and useful are its education, training, and research.

Rather than continuing to base all activities at the Laucala Campus, and to plan for innovations and improvements only at the Laucala campus, USP has invested considerable funds and energies into the development of the regional campuses. This investment will continue until the regional campuses are enhanced to the extent that they can support larger enrolments and provide approximately the same quality facilities and services as are provided at Laucala.

The development of the regional campuses was, accordingly, a key focus in 2013. The year saw both the final phases of some expansion and renovation works at the regional campuses, and the preparatory works necessary for the imminent large-scale push for regional campus development. For example, a feasibility study for a new campus in the Marshall Islands was completed, and there was extensive work done to improve connectivity at all of the major campuses, as well as at some of the smaller ones in the region.

The final phase of the expansion work at Emalus and the renovations at Alafua were carefully monitored. Likewise, the final stages of the planning and preparation for the construction of regional campuses in Kiribati, the Solomon Islands and Lautoka were carried out. The restructuring and introduction of new programmes at the Centre for Vocational and Continuing Education (CVCE) were undertaken and completed.

This ambitious work programme, which took place across the University's campuses was carried out at the same time as a comprehensive schedule of regional engagement activities, including graduation ceremonies, meetings, and conferences. The University's successes in this area are indicative of the excellent cross-campus cooperation of staff members, and the commitment of the University to capitalise on its diversity and regional character. As USP engages more closely with all its members; enhances its

campuses; and shares its experience, expert knowledge, and state-of-the-art facilities, it is providing notably increased value to the region.

## REGIONAL CAMPUS DEVELOPMENT

### *Emalus*

Bilateral aid from the People's Republic of China to the Government of Vanuatu saw the extension of the Emalus Campus completed and handed over to the Government in October. The extension increased the size of the campus by about a third, and so is extremely important to the future of USP in Vanuatu. The more spacious and modern Emalus Campus was officially opened in December 2013, and the Master Plan was completed in that same month.

The new total floor area of 2100 square meters resulted from an investment of approximately US\$2.9 million. During the period May 2012- July 2013, new classrooms, a computer lab, a language lab, offices, a library, laboratories, and a gymnasium were built. The Chinese government also generously equipped the newly built classrooms, labs, and offices with computers, laboratory instruments, desks, chairs, and fitness equipment.

The Vice-Chancellor and President visited Emalus from 4-7 February 2013 to attend and facilitate the first meeting of the PacLII Advisory Committee. During that visit, he also held a Staff Forum and meetings with campus groups, the MSG Secretariat, and the Agency Universitaire De La Francophonie (AUF). Consultations with members of the Vanuatu Government and officials explored the connection of USP to the new marine fibre that is being implemented in Vanuatu.

### *Kiribati*

The tender for the new two-story building to be constructed at the USP Kiribati Campus closed on 11 October 2013, following which the technical bids were assessed. The two price bids unfortunately exceeded the civil works allocation provided in the Tranche 1 loan from ADB. Therefore, ADB and USP decided that USP should engage with the lower of the two bidders in an attempt to reduce the bid price by changing



the building materials and fittings. This resulted in a bid price which was approximately \$1 million over the anticipated cost. As at December 2013, USP and ADB were discussing the possibility of sourcing the additional funds required from the Tranche 3 allocation of the ADB loan. Given this delay, the building project is now expected to commence towards end of semester 1, 2014 with expected completion during semester 1, 2015

#### *Lautoka Campus*

The Executive Committee Meeting held in July approved the proposal for USP to obtain a loan of F\$6.7m from the Fiji National Provident Fund (FNPF) for the construction of the Lautoka Campus, which is expected to be completed by December 2014.

An engineering tender for the proposed new campus was awarded for site infrastructure, and the architectural drawings were completed and presented to stakeholders on 1 October 2013. There remains some work to be undertaken on the drawings and on space priorities, but this should be finished in time for the project to begin in mid-2014.

#### *Marshall Islands*

A feasibility study was undertaken in mid-2013 to assess whether an existing building would serve well as a new campus site. A further assessment of the same building was undertaken by USP in August 2013, and found that the building was indeed suitable. The Government is looking at the possibility of purchasing this former hotel so that it can be used as the new campus, but a source of funding is yet to be identified.

#### *Solomon Islands*

The Pro-Chancellor and Chair of USP Council led a visit to Solomon Islands from 16-19 April in connection with the proposed new campus and for the launch of Strategic Plan 2013-2018. The visit was very successful in that the highly favourable lease for 100 hectares of land to build a new campus at Ndoma was also signed.

Preparatory work for the new campus project was carried out throughout 2013. A preliminary Unexploded Ordnance (UXO) survey of the land in Ndoma was conducted and a report was submitted,

which confirmed that the area must be cleared of UXO prior to the commencement of construction. Other project preparatory works including a topographical survey of the entire site, an environmental impact assessment, other safeguard assessments as required by the ADB, the preparation of the project concept and design, the financial and economic analyses of the project, and a Higher Education Sectoral Assessment (to understand the positioning of and demand for USP and its expansion within the overall tertiary education landscape of the Solomon Islands) can then be undertaken. It is possible that these works will not commence until the third quarter of 2014.

#### *Tonga Campus*

Fourteen acres of land was generously provided to the University by the Tongan Government for the construction of a larger campus. The land has been fenced at a cost of F\$100,000, which was sourced from the 2013 CAPEX funds.

#### *Nauru Campus*

A total of 775 square metres of space was allocated to the University for the construction of a new Learning Village. The construction is being funded by Australian Aid as part of its bilateral support to the Nauru Government.

## REGIONAL ENGAGEMENT

The University continued to strengthen and expand communication and partnership with CROP and other regional organisations. It actively participated in all regional meetings and attended key regional meetings in 2013. These included Forum Economic Ministers' Meeting (FEMM); CROP Executive Meetings; Small Islands State Meeting; Pacific Plan Action Committee (PPAC) Meeting; Pre-Forum Officials Committee Meeting; and the 44th PIF Leaders Meeting and associated meetings.

At the Forum Economic Ministers' Meeting the Vice-Chancellor and President delivered an address on the importance of linking ICT in education with economic growth. For the first time, USP was also asked to make a presentation to the meeting. The topic "Liberalizing the Services Sector: the case of ICTs" was very





interesting to the officials, and was again presented to the Ministers in one of the main sessions. USP's role as the Chair of the CROP Working Group on ICTs (taken up from 1 January 2013) made it very appropriate for this presentation by USP.

USP was consulted on the Pacific Plan Review. The purpose of the 2013 Review was to assess the effectiveness of the Pacific Plan and ensure that it remains the driver of regional efforts for integration and cooperation. It was to build consensus on the future direction of the Pacific Plan and provide a platform for prioritising regional integration and cooperation efforts over the next decade. The Review report presented 36 recommendations to Leaders, including the development of a new Framework for Pacific Regionalism.

There was a high-level consultation meeting with the Melanesian Spearhead Group's Eminent Persons Group (MSG EPG) at Laucala Campus on 2 May 2013. The meeting considered the development of a model for regional integration in the Pacific, the possible provision of more scholarships for Melanesian women, and the need to strengthen the area of Pacific Studies at USP in order to contribute to the creation of a more united region. The use of the Pacific Heritage Hub

at the Laucala Campus to help sustain and promote Melanesian culture and tradition was also discussed.

## TEACHER TRAINING AND REGIONAL CONNECTIVITY

The Government of Marshall Islands and USP have agreed to develop a teacher training programme, and anticipate the formalising of this commitment in 2014. This arrangement will be similar to the existing agreements and cooperation between USP and Governments of Vanuatu and Kiribati relating to the training of untrained teachers. USP will continue to work throughout the region on the significant challenge of inadequately trained practicing teachers who have not benefited from USP's professional teacher training programme.

Another key project is the upgrade of USPNet connectivity to regional campuses, which has involved the procurement of new Ku-band satellite capacity from vendor Intelsat. Most regional campuses are currently on a C-band network, which is provided by SES New Skies. On 22 August 2013, this capacity was successfully integrated into the USPNet satellite system and over the next few weeks was progressively distributed amongst regional campuses. This has



resulted in both an improvement in satellite capacity and connectivity options for campuses in case of failure.

IT Services continued with the progressive deployment of the new capacity to other regional campuses during September. To this end, USP invited iDirect engineers to visit the University in September 2013 to assist with the update, adaptation and configuring of the iDirect technologies that is required to meet the complex requirements of USPNet.

The IT Advisor and IT Services engaged in discussions with submarine fibre-optic cable providers and the new satellite technology firm O3B on the possible deployment of their technology to USP's regional campuses. Conversations with regional governments are also underway to secure affordable rates. IT services plans to use a combination of these options to improve connectivity at the regional campuses into the future.

## COMMUNITY ENGAGEMENT

The University continued to build on and preserve the Pacific heritage and proactively engage with the region

and its communities. The year started with the hosting of the 25th Anniversary Celebration of the Melanesian Spearhead Group from 18-20 March 2013 at the Laucala Campus. Alongside this official celebration, a week of events focusing on the rich culture, history, and future prospects of the Melanesian countries and cultures was held at the Laucala Campus. All students, regardless of ethnicity, were invited to learn more about Melanesia and its role as a large contributor of students, resources, and support to USP.

As part of the University's commitment to community engagement, successful graduation ceremonies were held this year in Laucala, Tonga, Solomon Islands, Cook Islands, Emalus, and Alafua Campus which included a total of 2604 graduates. All of them articulated the wealth of knowledge and human resource skilling we have been doing in the region for over four and a half decades. The University will continue to hold graduation ceremonies at the smaller campuses as part of its community engagement work. These graduates join the growing number of over 39,000 alumni that





the University has produced over the years, who occupy top positions in Government, academia, international, and regional organisations and the private sector

A number of community programmes emerged through the various partnerships and Memoranda of Understanding (MOU), which the University signed with the development partners and donors throughout the year. In 2013 alone a total of 77 MOU and agreements were signed which resulted in a number of community projects led by the 3 Faculties, Research Office, and Pacific Centre for Environment and Sustainable Development (PACE-SD).

The University was delighted to have a renowned rugby player, lawyer and businessman, New Zealand All Black Eric Rush as one of its key speakers during the region's first Fiji Rugby Centenary Conference. The conference was a milestone for the University, to be able to focus its academic attention not only in conventional fields of study but also sport. This has definitely brought in the community as well as the University, which emphasises the goal of community outreach.

Other key activities included the programmes of the Oceania Centre for the Arts, Culture and Pacific

Studies (OCACPS), events hosted by Japan-Pacific ICT Centre's Multi-Purpose Theatre, sports facilities and activities, volunteer work with governments and non-government organisations.

## MAJOR FOCUS IN 2014

A number of critical tasks will be undertaken in the coming year, both at the regional campuses and at Laucala. These include a review of the administration, management and governance of regional campuses, the preparation of a Regional Campuses Development Framework, and the formulation of a consolidated Campus Development Plan. These tasks are major undertakings necessary for the rational improvement and growth of the regional campuses for the long-term.

In order to continue to be successful as it grows, USP will need to engage more frequently and meaningfully with various stakeholders, including member governments, students and development partners. The efforts that USP has invested in improving communication outputs, and structures that will assist it to keep all stakeholders informed, engaged, and comfortable with the rapid pace of development of USP throughout the region.







## OUR PEOPLE





The year 2013 would not have been such a success without the professionalism and dedication exhibited by USP's staff members. Academic and non-academic alike, USP staff at all campuses and centres demonstrated that they are committed to and enthusiastic about the transformation of USP and the impact that it will have on students, member countries and the region as a whole. The Human Resources (HR) section has considered the role of staff development in USP's evolution from good to excellent, and has been working diligently to provide the education and training opportunities, as well as the administrative support, that all categories of staff require to perform optimally.

Members of staff are the most important resource of the University. Their support and hard work are crucial to the successful implementation of the Strategic Plan 2013-2018. Without highly skilled and loyal staff to carry out its objectives, the Plan's vision of USP as an institution of excellence would remain unattainable. To support the success of the Strategic Plan's inaugural year, Human Resources focused on talent development, staff engagement, and the prioritisation of improvements to HR practices that would support, recognise and reward the best-performing staff.

## TALENT DEVELOPMENT AND ENGAGEMENT

The newly-designed Talent Development and Engagement (TD&E) Framework was implemented in early 2013 with the rollout of a model that links skills development to the capacity that USP needs to implement the Strategic Plan. There are eight programme themes, which provide a number of options with customised workshops for staff. The TD&E Framework is also integrated into the performance management system through the Staff Development and Appraisal (SDA) process. This systems integration enables staff members to easily peruse and select programmes.

In addition, throughout 2013 HR Managers met with the various Heads of Schools and Sections, including Regional Campuses, to explain and obtain feedback on the pilot sessions for the early career academics

and professionals. The new *Talent Development & Engagement (TD&E) Tools for Knowledge Transfer and the Groundwork for Emerging Career Leaders (e-LAMP)<sup>TM</sup> Tertiary Leaders Programme* created a customised pilot for USP. This programme, with its contextual design elements (e.g. preparation programme, assessment feedbacks) is applicable to staff at all campuses.

In total, there were 35 Talent Development Programmes offered by HR in 2013, with 68 sessions provided throughout the year. Four hundred and fifty two (452) staff members attended at least one of the training sessions. Three staff members were approved for PhD study leave, nine staff received funding for conference leave, and twenty-five staff attended fully-funded short-term external training courses. A total of 168 new members of staff went through USP's Induction, which is a one-day training programme that provides an introduction to the University and information on settling-in.

The "Total Rewards" approach was another key HR strategy used in 2013. This approach uses staff performance recognition, development support, and related benefits that integrate staff feedback processes with opportunities for recognition. Projects were created that aligned performance management and talent development programmes so that staff achievements directly impacted the Strategic Plan.

A regular feedback cycle for supervisors was put in place to support focused discussions about Specific, Measurable, Achievable, Realistic, Timely (S.M.A.R.T) goal setting, tracking and assessing progress made toward goals progression, and the setting of new criteria and standards for achievement. With this feedback cycle now in use, staff can focus on how they can attain excellence, and they can be consistently supported and rewarded using a variety of methods. Pre-occupation with daily tasks can be subsumed by a more holistic plan of action and goals. This plan of action also enables staff to appreciate how their work contributes to USP's mission and strategic vision, which is a powerful motivation to excel beyond performance expectations.



## BUSINESS ANALYTICS

HR has also sought the means to engage staff in specific work practices that enhance the working culture at the University. However, to understand the link between staff engagement and USP work practices, valid business analytics were needed. As engagement surveys are a well-recognised business tool designed for this purpose, the *VOICE* survey was seen to be a good option. Provided by an independent firm, the *VOICE* survey explores employee perceptions of leadership, work culture and service quality. It has been used to benchmark many Australian and New Zealand universities' in terms of engagement and work practices. Before it was administered at USP, consultations were carried out with key advisors on the design and use of this tool at USP to ensure that it was customised to fit the University as an organisation.

The initial survey findings indicated that staff are committed to the organisation and are greatly committed to their jobs. Results showed that staff are clear on their roles, understand the mission and values of USP, and are happy with the emphasis on teamwork. The results were presented to the University's Senior Management Team, and unions as well as USP Council. They were also made available to all staff, together with a summary report and planned actions for improvement. The University intends to continue to use the *VOICE* survey to obtain feedback from staff on work practices and to set staff engagement priorities.

New methodologies were also introduced by HR to measure business effectiveness. This included the use of psychometric assessments for recruitment and talent development, as these assessments enable the identification of candidates whose personal values align closely with USP's values. The closer aligned the values are, the easier the settling in period is, and the more opportunity exists for long term retention. This approach also firmly establishes the importance of USP Values, thereby strengthening cohesion and constructive behaviour.

It is important to note that staff engagement surveys and psychometric assessments go beyond the traditional applications: they are also effective change management tools. A more integrated Employee Relations Framework is now under design for USP. While it is based on the *VOICE* survey action plan

and identified support for conflict management, the Framework is also informed by grievance management trends.

HR is also using business diagnostic tools to shape more focused KPIs for recruitment, talent engagement, performance management, due diligence, and systems data integration. Even records management within the USP BANNER Data warehouse has been influenced. System upgrades now include internal data links built for recruitment, performance management, workforce planning, organisational development and talent management, and the creation of work plans.

## RECRUITMENT

USP's expanded recruitment network and innovative strategies enabled it to attract a wider range of strongly qualified candidates in 2013 as compared to previous years. In order to continuously improve recruitment practices, a discussion with an academic focus group was also conducted in 2013. The idea was that academics themselves could offer useful suggestions as to what might make other academics interested in joining the University. For example, it was suggested that USP should promote the current research incentives on offer, as they are rarely offered by other universities. That suggestion has since been incorporated in recruitment advertising.

There have been some very good recruitment successes. The Faculty of Business and Economics (FBE) gained two Heads of School (HOS) in 2013, as well as one professor. These dynamic and well respected additions to the FBE team will fill the roles of Professor and HOS of Management and Public Administration, Professor and HOS of Economics and Professor of Management. Also, by the end of 2013, two final candidates for the position of the Dean of FBE had confirmed their intention to move ahead with the interview process and conduct their presentations in February 2014.

Professorial appointments were also made for the Faculty of Science, Technology and Environment (FSTE) into difficult-to-fill positions. Several experienced and highly capable individuals have been confirmed into the positions of Professor of Marine Studies, Professor of Chemistry, Professor of Engineering and Professor of Biogeography.





The Faculty of Arts, Language and Education (FALE) also welcomed a Professor and HOS of Education and an Associate Professor of E-learning, which is a new position that was created in 2012.

Administrative appointments included the Executive Director Finance and the Manager International, both of whom have built careers at USP. The Director of Assurance and Compliance and Director Commercial were new positions filled in 2013 by appointees with vast experience and enthusiasm for their new roles.

## MAJOR FOCUS IN 2014

The HR Section's focus in 2013 on performance recognition and the use of business diagnostics influenced organisational HR practices and contributed to a better working environment at USP. In 2014, HR will continue to regularly schedule performance and development training so that staff will become accustomed to this changed approach. Business diagnostics exercises, such as the iPerform performance cycle reports and the *VOICE* survey, will be regularly carried out. More assessment tools will be put online so that the University can use a matrix of business intelligence for staff performance, development and work culture behaviour. Real time trend analytics will

be enhanced to link workforce planning to recruitment needs and development tracking.

Further applications of the Emerging Leadership Development Programme will be considered for the academic leadership stream. Emerging Leaders and Managers Programme (e-LAMP) pilot will be expanded and integrated with an Early Academic Career Project, in collaboration with the Research Advisory Committee. Participants will be involved with research skills development (e.g. Rationalising Training Programmes for Literature Research and Paper Writing - RTP-LR &PW) as part of the project, which will be rolled out at the end of February 2014 and will integrate updated role competencies with performance criteria standards. Change management tool-kits and training sessions will familiarise staff with the Employee Relations Framework. Disputes will be tracked to provide analytical data that will inform training, which will be designed to enhance institutional equity and diversity and produce high morale, commitment, and trust.

These practices, processes and support will provide timely resources for Senior Management to consider HR strategies and programmes central to the achievement of our intended outcomes of organisational learning and outcomes excellence.





# GOVERNANCE, LEADERSHIP, MANAGEMENT AND CONTINUOUS IMPROVEMENT





There are manifold challenges inherent in operating a large and diverse organisation, reporting to twelve member countries with fourteen campuses and numerous centres, and tasked with two equally important roles: regional provider of higher education and regional development organisation. Few universities other than USP would be described in that manner, coupled with complexity and dual role with USP's stated intention to complete an institutional transformation by 2018 to achieve excellence. The result is a complicated and challenging situation that requires strong leadership and governance structures, as well as procedures that inspire trust and confidence.

## GOVERNANCE AND LEADERSHIP

USP's governance structures are sound, strong, and widely admired. Given the demands of increased enrolments, major infrastructural work at multiple locations and a determination to continuously improve quality, USP's governance must be further strengthened and developed. The key concepts of good leadership, which is embedded in all that the University does, and particularly influences the actions and decisions of Council and senior management, as well as the ethos of continuous improvement drive the agenda in the Strategic Plan Priority Areas.

### *Launch of Strategic Plan 2013-2018*

The year 2013 was the first year of the implementation of the Strategic Plan 2013-2018, which outlines the details of the process that will result in USP becoming an excellent institution, with many outstanding features by its 50th anniversary in 2018. The Strategic Plan was launched by the USP Chancellor, Ulu-o-Tokelau, Hon. Aliko Faipule Kerisiano Kalolo, at the University's Laucala Campus in Suva on 25 February 2013. The second launch of the Strategic Plan took place in Solomon Islands on 17 April 2013 by the Prime Minister of Solomon Islands, Hon Gordon Darcy Lilo. The third launch was in Tonga on 13 May, 2013 by Hon. Prime Minister, Lord Tu'iavakano.

USP has disseminated the Strategic Plan to all its staff and key stakeholders and this has been promoted extensively on USP's visit to regional campuses and discussions with member governments, development partners, CROP agencies and other stakeholders.

### *76th Meeting of Council*

Workshops to ensure Council members are aware of their roles and responsibilities continued to be held in 2013. The 76th Council meeting held on 15 - 16 May 2013 in Nuku'alofa Tonga was preceded by a Council Workshop on the Fiji Crimes Decree & Possible Liabilities which was conducted by Consultants, Ms. Nazhat Shameem and Ms. Anaseini Tuiketeti of Nazhat Shameem Consultants; and Mr. Ilyaz Koya of Marsh Limited on Mitigation with respect to Directors and Officers (D&O) insurance.

The workshop looked at Corporate Criminal Liability in relation to the University and advised that in order to protect itself from prosecution, it would have to ensure that there are policies and procedures dealing with key risks and that there was a corporate culture that discouraged the commission of offenses. This meant strengthening existing internal policies and procedures, and formulating new policies and procedures as appropriate.

The Council meeting proper was formally opened by the Hon. Prime Minister of Tonga, Lord Tu'iavakano. In his address, the Prime Minister highlighted various issues, including the importance for USP to continue to provide high quality education that is aligned with the aspirations of Tonga's youth. He also noted that USP is becoming more regionally relevant and is now the first choice of those seeking higher education for better opportunities

### *77th Meeting of Council*

The 77th Council meeting was held from 6 to 8 November 2013 in Suva and included a one-day workshop on University Governance that was conducted by Consultants from LH Martin Institute, The University of Melbourne, Emeritus Professor Geoffrey Kiel and Ms. Cindy Tilbrook. The Workshop objectives were to develop an understanding of the meaning of university governance; the legal framework of university governance; the legal responsibilities of Council members; the roles of Council and its committees; the roles of the Pro-Chancellor, Vice-Chancellor and President, Council members and Secretary to Council; the key functions of Council; the importance of governance processes; approaches to improving Council performance; the nature and



importance of behavioural dynamics inside and outside the Council chamber; and appropriate behavior for Council members.

The workshop was attended by USP Council members, the Senior Management Team (SMT), Observers and representatives from the University of Fiji, Fiji National University, and Solomon Islands National University. An invitation was extended to the other universities as part of the Council and USP's regional engagement.

#### *Self-evaluation of Council Performance*

The Council reviewed the summary of findings on its self-evaluation, carried out by members in May 2011 and in May 2013. The Council governance has shown an overall improvement in all the areas measured: Leadership, Structures and Relationships, Accountability, Compliance, Performance, and Meetings and Communication. The percentage of members completing the evaluation questionnaire also improved from 78.6% to 88%.

The Council will further review its questionnaire and self-evaluation process to take into account the suggestions from the LH Martin Consultants made during the University Governance Workshop.

#### *Council and Committee Membership*

The University Council mandated the Executive Committee to bring a draft Terms of Reference to the May 2014 Council for the External Review of the Charter, Statutes, Council membership, key nominations and voting rights. As part of this work, it was discovered that the membership of the Audit and Risk Committee of one Council member and two external members was not in compliance with the Statutes, which required that more than half of the members of Council Committees must be Council members. The Council therefore agreed to expand the membership from three (3) to five (5) and appointed two non-USP staff members of Council to the Audit and Risk Committee for a two year term.

The Council also decided that two new provisions of confidentiality and conflict of interest be added to the Terms of Reference for all committees of the Council and Senate:

**Confidentiality:** *"All matters discussed by the Committee are confidential and should not be divulged without the approval or consent of the Chair."*

**Conflict of Interest:** *"Committee members, observers and those in attendance must declare any conflict of interest at the start of each meeting in relation to agenda items or before discussion of any subsequent matter arising during the course of the meeting. Where members at Committee meetings are deemed to have a real or perceived conflict of interest, it may be appropriate that they are excused from the Committee deliberation on the related matter."*

This has been put in place and a new culture is being established wherein members of committees declare any conflict with the items on the agenda at the start of all meetings.

#### *Finance and Investments Committee (FIC)*

FIC met five times in 2013 to consider key financial governance and management related activities. It recommended that Council approve the Annual Plan, Income and Expenditure Budget, as well as the Capital Expenditure Budget for the University. The Committee also reviewed and provided comments to Council on the University's annual financial statements. It monitored financial performance in relation to the approved budget and considered proposals for major capital projects.

#### *Audit and Risk Committee (ARC)*

In 2013, ARC met 12 times and discussed 14 internal audit reports. In addition, the Committee also discussed the draft audited Financial Statements (for the year ending 31 December 2012 and for the six months ending 30 June 2013) before recommending these to FIC for final approval.





As a result of these internal audits, action was taken to further improve internal processes and systems across the university campuses and sections.

In addition, the issue of having a better interface between the financial software used at the regional campuses (MYOB) and the Headquarters (BANNER Finance) was addressed.

ARC also oversees and reviews the risk management strategy for the University. During 2013, a new Director of Assurance and Compliance was appointed, and will work with the ARC to ensure internal audit work is monitored and risks are addressed. Also during the year, the Committee co-opted a new non-Council member who is the current Chairman of the Institute of Internal Auditors, Fiji and welcomed two members appointed by the Council, bringing its membership to six.

## MANAGEMENT

At the Management level, a highlight of the 76th Council meeting was the unanimous decision of Council to renew Professor Rajesh Chandra's contract as Vice-Chancellor and President for a further term of four years. The Council had set up a Joint Committee of Council and Senate at its November 2012 meeting to review the performance of the Vice-Chancellor and to make a recommendation on renewal of contract.

The 76th Council also approved recommendations for the realignment of the senior management structure to reflect the core academic administrative and responsibilities of the Strategic Plan 2013-2018. The realignment involves a re-arrangement of the portfolios of the Deputy Vice-Chancellor positions.

The revised structure has two Vice-Presidents (a Vice-President Administration; and a Vice-President, Regional Campuses and Properties & Facilities) and Deputy Vice-Chancellor (Learning, Teaching and Student Services). The new appointments are expected to boost USP's ability to fully deliver the outcomes of the Strategic Plan 2013-2018.

## COMMERCIAL OPERATIONS

Ensuring the financial viability of all university operations is now part of the seventh Priority Area of the Strategic Plan. The University established its Commercial Operations division in 2011 to enhance the degree to which USP is enterprising and able to take full advantage of its assets. The role of the division is to diversify the University's sources of income and improve the utilisation of, thereby maximising returns, of USP's assets and facilities.

The division is headed by the Director Commercial and comprises the following business units, all based at the Laucala Campus: USP Book Shop, Computer Shop, Staff Residences, USP Lodges (comprising Waqavuka Flats International Student Accommodation, Marine Lodge and Upper Lodge), leased out properties (including Satham campus buildings, Marine Sea point Bistro, former USP Dining Hall premises, Southern Cross café and Coffee Central café, and a convenience store. Towards the end of 2013, other units were added to the operation, namely the Student Halls of Residence, Community Recreation Centre (including the gymnasium, swimming pool, and other sports facilities), and student lockers, which were previously managed by Campus Life .



In late October, construction began on a new 96-bed student residence, to be called the 11th Hall, with completion forecast for July 2014.

The Book Centre was extended in late 2013, and the Computer Shop and Dispatch section were relocated. These changes were necessary so that the externally-managed Central Print Room (CPR) could operate on campus. CPR is expected to be operational by mid-April 2014.

Overall, despite some unexpected events, the units which comprise Commercial Operations performed well and together generated total revenue of \$13.7 million, as compared to \$12.4 million earned in 2012. There was a net surplus of \$3.14 million, after a contribution of \$1.34 million to USP. The revenue and surplus figures do not include income from CVCE, Halls of Residence, CRC, consultancy and other smaller units which are recorded under departmental income in the University books.

A five-year Commercial Plan, which would carry the unit through 2018, was prepared and its review, involving both internal reviewers and external parties, is expected to be completed in early 2014. The plan envisages achieving total revenue of approximately \$25 million and operating surplus of close to \$7.4 million by the end of 2018, which would be used to support the University's core activities.

The unit is currently fulfilling its purpose of raising funds for the University, but additional work needs to be done to ensure that it informs University sections of the various ways that they can leverage assets to earn income. The notion and purpose of being "enterprising" will be explored and explained to other sections, as with support from Commercial Operations, the University can further diversify its sources of income.

## CONTINUOUS IMPROVEMENT

Only an institution with a well-equipped and supportive learning and research environment will be able to develop into an excellent global university. USP made good progress in these areas in 2013. Some of the major successes, in the areas of Learning and Teaching, Research, Student Support, ICT, Regional

and Community Engagement, Human Resources, and Governance and Leadership have set USP on a path to significant accomplishment which will deliver real benefits for the region's people. USP's role as the region's university is clearly one that it seeks to fulfil with distinction.

USP's enrolment growth, development partner support, its quality education and excellent learning facilities continue to attract students despite the emerging competition.

In 2013, funds and support from donors and development partners grew in size and scale; the total indicative aid budget for the year 2013 was in excess of F\$50 million, which is more than double of what USP received in 2009.

The Strategic Total Academic Review (STAR) continued to make steady progress and the new credit point system was implemented together with the new 24 course degree structure with 8 courses per year. Progress was made with the revision of the University's English testing and remedial programmes. Curriculum revision occurred on a systematic basis to embed approved Graduate Attributes in the curriculum. Research training was also embedded in courses.

Accreditation is an external validation of USP's quality, and so the University is preparing to secure accreditation for many of its academic programmes, with the aim to adding to the number of validations each year. CVCE had four vocational programmes recognised externally under the TAFE NSW - Sydney Institute in 2013.

Over the course of 2013, USP's management has tried to better communicate its appreciation to all staff. Agreement was reached on a pay increase for staff, and regional talent development programmes and an automated performance management system were introduced. Several key professional positions that had been vacant for some time have been filled. New staff positions, devoted to enhancing the success of first-year students, have been created and are based in each Faculty and in the Student Learning Support Office. Postgraduate and research students, a growing portion of our student body, have also started to receive extra support.





The year 2013 was a very busy year for research activities in general, and the Research Office exercised commendable leadership. The Pacific Islands Universities Research Network (PIURN) was formed, which was a milestone, not least because it involves 10 universities, including USP, from around the region.

It is evident that there was a great deal of meaningful progress achieved throughout the University in 2013. USP is clearly adhering to the ambitious timelines which it set for itself with the adoption of the Strategic Plan 2013-2018. It plans to produce even greater numbers of graduates, all equipped with knowledge of ICT and an understanding of and pride in the region, who are not only attractive to employers, but have the entrepreneurial skills to create jobs themselves.

## MAJOR FOCUS IN 2014

The University will continue to further strengthen its governance in 2014, a draft terms of reference for the External Review of the Charter, Statutes, Council membership, key nominations and voting rights will be reviewed in the 78th Council Meeting, ensuring compliance with USP governance.

The re-arrangement of the portfolios of the Deputy Vice-Chancellor positions and the appointments of Vice-Presidents are crucial to the success of the Strategic Plan 2013-2018 and to the strengthening of the SMT.

To support strong relationships with donors and responsible expenditure of aid funds, the University will continue to organise regular high level consultations with its donors, engage in stringent monitoring and evaluation of projects, and manage the University's MOUs and funding agreements.

The University will continue with its efforts to strategically market and position itself as a premier institution for tertiary education and research. Whilst USP is already renowned for its quality and for the Pacific context that features strongly in all it does, we will continue to strive to do better, and to become outstanding and globally recognised for quality across our operations at all campuses and centres.





# QUALITY MATTERS





As the region's university, USP is mandated to provide the highest quality education possible to students from its member countries. USP has a remarkable track-record of quality improvement over the years and has, especially in recent times, very effectively leveraged its experience and capacity in the area of ICT to boost the quality of learning and teaching, carefully and quickly assess academic honesty and results, widen accessibility of courses and programmes, and enhance the attractiveness of graduates to employers.

As the University becomes better known internationally, and faces greater competition locally and regionally, its claims of quality must be substantiated by impartial sources. Therefore, accreditations are being sought, and external reviewers engaged to assess the quality of academic programmes and support services. These external validations of quality provide assurance to potential institutional partners, development partners, prospective students, parents, and employers that USP provides quality, relevant education at a reasonable cost.

## PROGRAMME AND SUPPORT SECTION REVIEWS

External advisors and panel of reviewers provide formal evaluations of the quality of programmes and courses, as compared to international standards, and make recommendations for adjustments. Since 2009, the University has undertaken 25 reviews of schools and disciplines. In 2013, the University formalised the Terms of Reference for Off-Shore Reviews to ensure effective continuity in the evaluation of programmes and courses.

Support section reviews focused on their contribution to and alignment with the University's Strategic Plan and, as with Programme Reviews, form an integral part of the University's quality assurance. The Reviews Framework, developed in 2013 aims to provide better institutional coherence around the review processes and to ensure improved follow-up on the reviews already undertaken. The monitoring of the actions to address the recommendations of these reviews is done on the Strategic Plan Online Monitoring System (SPOMS).

## PROGRAMME ACCREDITATION

The University has recognised that the external accreditation of its programmes by professional bodies is an important component of its quality assurance framework. Accreditation, as a form of quality assurance, also increases the employability of graduates.

In 2013, the Graduate School of Business (GSB) received accreditation from the Association of MBAs (AMBAs), placing USP's MBA programme well above those offered by other institutions in the Asia Pacific region, and firmly situating it at the high end of the market. This accreditation is extremely important to prospective students, and will greatly enhance USP's marketing efforts, and will likely serve to attract greater numbers of international students.

Other programmes that have already received international accreditation include programmes offered by the School of Tourism and Hospitality Management, from the International Centre of Excellence in Tourism and Hospitality Education (THE-ICE), Australia, and the School of Accounting and Finance's Bachelor of Commerce (Accounting) programme, from Certified Practising Accountants (CPA) Australia.

The Strategic Plan 2013-2018 calls for a number of programmes to be accredited over the next five years, including the Bachelor of Engineering in Electrical Electronics and the Bachelor of Engineering in Mechanical Engineering. The Bachelor of Net-Centric Computing programme and Bachelor of Software Engineering programme are expected to move from provisional to full accreditation within two years.

## CYCLE 2 EXTERNAL QUALITY AUDIT

In 2013, the University underwent the Cycle 2 of External Audit by the Academic Quality Agency of New Zealand Universities (AQA), an institutional process that is to be undertaken every five years. The Audit Panel members for 2013 were Professor David Mackay, Chair of the Board of AQA, Chair of the Audit Panel, and Emeritus Professor of Victoria University of Wellington; Dr Jeanette Baird, Office of Higher Education, Papua New Guinea; Professor



Ajit Narayanan of Auckland University of Technology; Associate Professor Gordon Suddaby, Massey University, NZ; and Dr Jan Cameron, the Director of AQA.

The Panel commenced its site visit on 24 October with visits to Emalus Campus and the Tonga Campus. From Emalus, Panel members teleconferenced with Santo and Tanna Centres, and from Tonga Campus, the Panel held video-conferences with Ha'apai and Vava'u Centres. The four auditors arrived in Suva on 26 October, and the formal site visit to the Laucala Campus took place from 28 to 30 October. During this period, video-link interviews with staff and students from Samoa and the Solomon Islands took place. The Panel was able to speak with about 120 staff and approximately 80 students from five USP campuses in total.

The Panel was impressed by the clarity of the Strategic Plan and the commitment of staff and students to it; they were particularly pleased with the development of the strategic priorities and the objectives for learning, teaching, and support services.

The Panel recognised that the University has significant IT and communication challenges. It was, however, impressed by the systematic and imaginative way in which these were being addressed. It determined that the STAR initiative and objectives in the Strategic Plan on curriculum, teaching and assessment gave strong direction to the University. While the University appeared to be providing high-quality student services that meet the needs of students at Laucala and it had good mechanisms for interacting with students and gathering feedback, a particular challenge, recognised by the University, was to provide appropriate support services to students across all of its campuses.

The Panel noted that the tremendous regional diversity was both a source of strength and difficulty for USP. It is convinced, however, that the University manages to treat its diversity as a primarily positive characteristic, and observed that the staff and students certainly viewed it as a beneficial distinguishing feature of USP. The Panel urged USP to be certain that it manages its challenges in a manner that ensures that overall institutional quality is maintained or enhanced.

The University will consider the Quality Audit Report and its implementation plan in 2014.

## **REGISTRATION WITH FIJI'S HIGHER EDUCATION COMMISSION**

The University acquired full registration in 2013 with the Fiji Higher Education Commission (FHEC) as required by the Higher Education Promulgation 2008. The registration is valid for five years.

## **WASC ACCREDITATION**

The University followed up a request to the Western Association of Schools and Colleges (WASC) for institutional accreditation. Clarification was provided on the process, enabling the development of a comprehensive project plan that will guide the six stages for accreditation. Late in 2013, the University began work on the initial application, as required in the first stage of the accreditation process.

US regional accreditation for the University would provide another well-respected international endorsement of its academic quality systems, structures and strategies. The University will gain important reputational benefits in terms of peer esteem, public reputation and acknowledgement, as well as US Government recognition. The accreditation will also benefit students of the USP region who are from countries that have strong links with US, i.e. the Marshall Islands. It will further facilitate the recruitment of international students and high quality academic staff from the United States.

## **ACU BENCHMARKING**

USP participates in the Association of Commonwealth Universities (ACU)-managed Strategic Management Programme, which provides a mechanism for participants to compare their key management processes with those of other institutions. The identification of management process strengths and weaknesses is important, as is the process of comparing performance with what is considered to be international best practice. The Strategic Management Programme is based upon topic 'frameworks', which provide a structure within which participants provide





information and data about their University's management processes and performance.

In 2013, benchmarking framework topics included (i) Strategic Planning and Management (ii) Estates and Facilities, and (iii) Commercialisation. The results of the benchmarking process will be used to inform operations in 2014.

## STUDENT FEEDBACK ON QUALITY

Student feedback is used to assess their needs and demands, to inform planned improvements, and to measure satisfaction and quality perceptions. Measured primarily by means of student surveys, feedback from students at all levels is important to the University's efforts to improve the quality of its academic programmes and student support services. Various institution-level student surveys are administered, and are complemented by additional surveys specific to academic and support sections. Survey and feedback mechanisms include the *Early Experience Survey (EES)* which targets students who are enrolled as new students at any academic level. The survey is intended to gauge students' satisfaction with their initial experiences and to assess their perception of University processes.

The 2013 EES revealed that the University was providing high level services to welcome new students and ensuring them a pleasant and rewarding experience at the University, as evidenced by an overall satisfaction rate of 92 %.

*The Quality of Teaching Survey* was renamed in 2013, and is now known as the Student Evaluation of Courses Survey (SEC), as it requires students to provide feedback on their learning experience in each course in which they are enrolled in a given semester. The SEC is administered for all the undergraduate courses, every semester, and thus is a rich source of data. The student satisfaction with their overall learning experience was 89 per cent and 88 per cent, respectively, in the two semesters of 2013.

*The Graduation Destination Survey (GDS)* collects feedback from graduates on their employment situation, programme relevance, and university experiences. The response rates are significant, at 65-75 percent, and provide valuable information on programmes and services. The overall satisfaction rating of students based on both April and September 2013 graduates data was 92%.

Overall survey results are very positive, and the level of detail in the data collected will enable the University to improve those areas specified by students.



## STAKEHOLDER FEEDBACK

In addition to student feedback, USP receives feedback from scholarship providers, via the annual Scholarship Officers Roundtable Meeting. This meeting is a venue for discussion, and government scholarship officers provide feedback to the University based on their interactions with students. These discussions are a valuable source of information about the student experience and perceptions of institutional academic and service quality.

Feedback from member countries are obtained during various regular meetings held with member representatives and via the USP Council meetings. One of the principal benefits of USP's attendance at CROP meetings is the opportunity to network with representatives of member countries, who are very forthcoming with their needs, expectations, and impressions of quality. Member countries are invited to voice their satisfaction with quality, or to request improvements in any area, at any time. The Vice-Chancellor and President frequently engages in direct discussions on the topic; alternatively, concerns and compliments can be raised through the USP Council, any of its Committees, or the relevant Campus Director.

Development partners provide feedback by means of consultation meetings and through their project and

core funding decisions. Considerable financial backing has been provided to USP because development partners have been highly satisfied with the quality of the University's academics and support services. The University is greatly encouraged by the fact that development assistance continues to increase, and remains committed to achieving better quality standards across its operations and campuses.

## MAJOR FOCUS IN 2014

In 2014, quality management undertakings will focus on the consolidation of key activities that will operationalise the proposed University Planning and Quality Assurance Framework across the University sections. The significant components of the framework and where the emphasis will be in the next 12 months include accreditation of programmes with international accrediting agencies and institutional accreditation with WASC. Further attention will be directed towards addressing the recommendations in the AQA external audit report prior to AQA follow up visit in October of 2014. Additionally, the University is expected to register as a tertiary education provider institution in the regional countries which it will pursue with Samoa and Tonga in 2014.







# CORPORATE SOCIAL RESPONSIBILITY





An active CSR agenda ensures that USP delivers services and value well beyond what are expected of it as a university and regional organisation. It is expected that the journey towards excellence should have a beneficial effect on the communities surrounding the University, and that USP should be able to deliver maximum impacts through no or low-cost activities and interventions. USP seeks to set a positive example and encourage its counterparts to regard beneficial social impact as one of their key drivers.

By identifying where and when it is possible to provide additional value-adding interventions, at little or no cost to its members, USP seeks to “go above and beyond” and exert positive leadership that promotes USP’s core values within communities.

The following sections provide a brief review of some activities that demonstrate how the notion of CSR influences USP’s work in many areas and for many communities.

## REGIONAL LEADERSHIP

The maintenance of open and free-flowing dialogue between USP, its members, and communities enables USP to link the present needs and the future prospects of the region with its activities.

It also presents opportunities for the University to do more than is strictly set out in its remit, especially within the areas of leadership, environment, culture, people, and finances. USP’s activities result in a strong, highly-respected university, and serves to promote USP’s values in communities, which have been endorsed by its member countries. Many ideas, identified as valid and important by member countries and stakeholders, take hold much more easily in member countries or in other regional tertiary institutions if they have been first tried and tested at USP, given its size and diversity.

Good governance, inclusiveness, environmental protection, culture promotion, staff welfare and well-being, and responsible financial management are widely recognised as areas which require significant work in the Pacific Islands. As USP has made progress addressing each of those topics, it has shared its experience with counterparts and communities, and encouraged its people (including staff, students, and stakeholders) to positively and proactively share their knowledge, experiences, and expertise.

### *Setting an Example: Good Governance and Management*

Consistent with the Strategic Plan’s Priority Area of Governance, Leadership, Management, and Continuous Improvement, USP promotes good governance and responsible corporate and community leadership. The Association of Heads of Tertiary Institutions of the Pacific Islands, led by the Vice-Chancellor and President, is one mechanism through which USP and its most senior manager mentors other higher education institutions and regional organisations. This is an entirely voluntary exercise, and has led to sharing in terms of ICT expertise and library resources.

As USP has a large and robust ICT infrastructure, it has lent its facilities to its member countries and will continue to work with them to identify the most cost-effective ways to advance the use of ICT in the Pacific Islands. Where possible, USP offers its experience and facilities to members at no cost.

### *Setting an Example: Inclusiveness and Accessibility*

More Pacific Islanders should pursue tertiary-level education, and to date, there have been many groups, including those pushed out of school, people with disabilities, and people in remote areas, who have encountered practical or financial barriers to tertiary enrolment. USP has set in place a range of treatments for this situation. The measures that it is taking to address the barriers will have a long-term social impact, and the University hopes that these measures will be taken up by other universities, organisations, and member countries.

The importance of accessibility and the concept of inclusiveness took hold at USP in 2012, and were further promoted and embedded in University culture in 2013. ICT was used to provide additional support to students and to make information more accessible to all. The Faculty of Science, Technology and Environment (FSTE) activated the mLearning Initiative, which uses mobile technology to make pedagogy more interesting and accessible. The Tablet Learning Project (TLP), implemented in semester 1, 2013, further extended the use of mobile technologies to assist students.

In a development of historical significance, the USP Disability Inclusiveness Policy was approved by the



Senate in April 2013. It outlines how USP aims to provide comprehensive assistance to enable people with disabilities to have an equal chance at success in tertiary education. It is hoped that having this policy in place will encourage people with disabilities to pursue tertiary studies, will assist USP staff to provide them with the necessary support, and will set a positive example to other tertiary institutions and large organisations in the Pacific Islands.

Although the policy is adhered to and implemented throughout the University, support for students and staff with disabilities is led by the Disability Resource Centre (DRC), which worked throughout 2013 to increase awareness and provide support to people with disabilities. The removal of a range of physical barriers at the Laucala Campus was carried out by the DRC and other stakeholders. DRC provides support to staff at other campuses and centres that assist staff and students with disabilities. In the coming years, the services of the DRC will be made available at campuses other than Laucala. It is ideal that the regional campus developments are being carried at a time when USP is focusing more on accessibility and inclusiveness. The new campuses can be designed in an appropriate manner right from the start. USP will share its experience in adapting existing campuses, and in constructing accessible new ones, with its members so that they can see that the benefits of increasing accessibility far outweigh the one-off costs of ensuring it.

Finally, the Bursary Scheme offered to USP students was another boost to accessibility. It must be recognised that the region is comprised of developing countries, and for many non-sponsored students, the cost of attending USP is prohibitive. USP received the highest number of applications ever in 2013, and awarded bursaries to 169% more students than in 2012. The Bursary Scheme is open to all currently enrolled USP undergraduate and postgraduate students across all campuses, thereby ensuring the widest participation possible. In 2013, students with disabilities at Laucala Campus were awarded 50% fee waiver from the Student Bursary scheme.

## **SOCIALLY RESPONSIBLE OPERATIONS**

USP values its role as a regional advocate for Climate Change mitigation and adaptation on the world stage. It also appreciates the weighty task of preserving and promoting Pacific Island cultures in our rapidly changing world.

### *Stewardship of the Environment*

USP seeks to protect the natural environment and minimise any negative environmental impacts that may arise from University operations. USP is educating the next generation of Climate Change campaigners and environmental leaders, and must practice the corporate behaviour and values that it is advocates.

The new campuses for Kiribati, and for the Solomon Islands, will reflect their location in the Pacific Islands, in terms of design, minimal environmental impact, and sustainability. All campus development, including enhancements to existing campuses, that has been undertaken has been monitored to ensure that, after completion, it has a positive impact on surrounding communities in terms of beautification, property values, and security.

FSTE staff and students undertook a detailed feasibility study and then worked with Suva City Council to explore the possibility of a major waste to energy project in Fiji. Further, some talented and ambitious postgraduate students represented USP at the COP 19 meeting in Copenhagen. Students have been encouraged to take on public roles in the campaign against environmental degradation and for Climate Change mitigation and adaptation.

### *Stewardship of Our Cultures*

USP is resolutely committed to preserving and promoting the many diverse cultures and languages of Pacific Island peoples. The Pacific Heritage Hub was launched in February 2013, and is a visible commitment on the part of USP to the development of Pacific arts and culture. Students are encouraged to engage with it and each other to learn more about the many Pacific Island cultures.



USP hosted the Silver Jubilee celebrations of the Melanesian Spearhead Group in March 2013. Alongside the meeting proper, there was a week of celebrations, which featured Melanesian art and cultural displays, documentary screenings, panel discussions, debates and a Pacific International Relations Forum, a Melanesian Market Day, and a Melanesian fashion show. The numerous events and entertainment were open to all and generated a great deal of interest in the diverse cultures and traditions of Melanesia.

USP also hosted the inaugural “Islands in the World-Oceania International Film Festival” (IWOIFF) at the Japan-Pacific ICT Centre in April 2013. The purpose of IWOIFF was to bring international films to Fiji that would probably not be shown in mainstream cinemas in the Pacific. The Festival was also an opportunity for Fijian and Pacific Island filmmakers, technicians and artists to meet and learn about film and filmmaking in all forms.

The Oceania Centre for Arts, Culture, and Pacific Studies also worked effectively in 2013 to promote the preservation of culture through the fine arts. For example, the “100 Men Dancing!” show gave more than 100 men from the Pacific the opportunity to perform, and illustrated the University’s dedication to the preservation of traditional aspects of Pacific culture through performance.

USP’s Faculty of Arts, Law and Education hosted a successful two-part series of the annual event, Kaise Baat in June. The event was a success with positive response from both the Hindi and non-Hindi speaking public. It was indeed an amazing experience, having to listen and watch the different performances that no doubt make up the unique identity.

#### *Stewardship of Our People*

The University tries to have a positive impact, through livelihoods, personal development, health, and well-being, on all of its staff and students. The management appreciates that a vibrant workplace culture is essential to staff satisfaction and the achievement of Strategic Plan priorities, just as a lively and uplifting campus

atmosphere is crucial for the success of students pursuing studies in face-to-face mode.

USP continues to provide an important service to the region’s Law and Justice sector. Through the Pacific Islands Legal Information Institute (PacLII) project of the School of Law, USP offers reliable online access to legal information, including treaties, which is relevant to the Pacific Islands. This information is available at no cost to the users of the PacLII website.

The University in collaboration with the Foundation of the Peoples of South Pacific International and with sponsorship from ROC/Taiwan has excelled once again in developing imperative positive actions towards promoting better standards of living across the region, by advancing import substitution and promoting local produce, through education, training and targeted assistance for Pacific farmers, partnering with Suva hotels Holiday Inn and Tanoa Plaza. The project, initiated in 2012, saw greater training for two local Fijian farmers in utilising technological advancements and natural resources available to them, in a way which could see their produce being used more effectively in the Tourism/Hospitality industry (significant source of revenue across the Pacific) as quality substitutes for imported products.

## **RESPONSIBLE LEADERSHIP FOR THE FUTURE**

Since the beginning of 2013, when USP first started considering corporate social responsibility as an objective itself, and as a discrete idea that should influence decision-making, the University has been careful to ensure its actions have a positive and demonstrable impact on people and the environment. The importance of responsible financial management and shared benefits, inherent in discussions of corporate social responsibility, has guided USP’s development and will continue to do so as USP grows into an institution of excellence. In 2014, a firm policy on CSR will be developed.






# FINANCIAL STATEMENTS

## THE UNIVERSITY OF THE SOUTH PACIFIC FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

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# THE UNIVERSITY OF THE SOUTH PACIFIC FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## STATEMENT BY APPOINTED OFFICERS

In our opinion the accompanying Financial Statements give a true and fair view of the financial position of The University of the South Pacific as at 31 December 2013 and of its financial performance, its changes in equity and its cash flows for the year then ended.

We are not aware of any circumstances which would render any particulars included in the Financial Statements misleading or inaccurate.



**PROFESSOR RAJESH CHANDRA**

*Vice Chancellor & President*



**MS FAY YEE**

*Chair – Finance and  
Investments Committee*



**KOLINIO BOILA**

*Executive Director  
Finance*



## INDEPENDENT AUDITOR'S REPORT TO THE COUNCIL OF THE UNIVERSITY OF THE SOUTH PACIFIC

### REPORT ON THE FINANCIAL STATEMENTS

We have audited the accompanying financial statements of The University of the South Pacific, which comprise the statement of financial position as at 31 December 2013, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes as set out on pages 91 to 126.

### THE UNIVERSITY COUNCIL'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The University Council is responsible for the preparation of financial statements that give a true and fair view in accordance with International Financial Reporting Standards and the University's Royal Charter and for such internal control as the council determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### AUDITOR'S RESPONSIBILITY

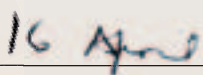
Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

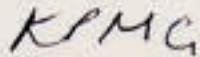
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### OPINION

In our opinion, the financial statements give a true and fair view of the financial position of The University of the South Pacific as at 31 December 2013 and of its financial performance, its changes in equity and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

  
\_\_\_\_\_  
2014  
Suva, Fiji

  
\_\_\_\_\_  
KPMG  
Chartered Accountants



# THE UNIVERSITY OF THE SOUTH PACIFIC STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2013

	Notes	2013 \$	Restated 2012 \$
<b>Income</b>			
Government contributions	3	47,946,462	47,946,462
Student tuition fees	4	39,265,387	37,378,606
Development assistance	5	51,082,889	45,846,831
Trading activities	6	18,454,145	16,703,776
Consultancy income	6a	1,534,327	2,185,499
Other income	7	8,993,349	6,464,092
Release of deferred revenue	8	4,633,316	4,462,512
Interest income		759,819	683,627
Unrealized exchange (loss)/gain		(420,738)	97,319
<b>Total income from continuing operations</b>		<b>172,248,956</b>	<b>161,768,724</b>
<b>Expenditure</b>			
Staff costs	9	78,511,110	67,431,614
Operating costs	10	84,393,953	80,014,069
Depreciation and amortization	16, 17	9,436,990	9,275,121
Movement in impairment provision		1,134,304	(1,180,149)
Write down in value of inventories		479,420	119,069
Realized exchange (gain)/loss		(670,570)	858,660
Loss on disposal of assets		8,355	2,154
<b>Total expenditure from continuing operations</b>		<b>173,293,562</b>	<b>156,520,538</b>
(Deficit)/surplus for the year		(1,044,606)	5,248,186
Other comprehensive expense		(710,707)	(565,030)
<b>Total comprehensive (expense)/income for the year</b>		<b>(1,755,313)</b>	<b>4,683,156</b>

The accompanying notes from page 95 to 126 form an integral part of these financial statements.



# THE UNIVERSITY OF THE SOUTH PACIFIC

## STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2013

	Notes	2013 \$	Restated 2012 \$	Restated 2011 \$
<b>Current assets</b>				
Cash and cash equivalents	14	26,551,245	28,934,499	47,945,341
Held-to-maturity financial assets	14a	18,712,133	18,615,326	9,579,809
Trade and other receivables	12	19,061,076	12,442,987	7,527,382
Inventories	11	3,635,984	5,707,736	4,994,561
Prepayments	13	574,077	432,364	771,680
		<b>68,534,515</b>	<b>66,132,912</b>	<b>70,818,773</b>
<b>Non-current assets</b>				
Property, plant and equipment	16	204,481,990	202,860,143	198,739,766
Intangible assets	17	388,085	384,915	42,264
		<b>204,870,075</b>	<b>203,245,058</b>	<b>198,782,030</b>
<b>Total assets</b>		<b>273,404,590</b>	<b>269,377,970</b>	<b>269,600,803</b>
<b>Current liabilities</b>				
Creditors and accruals	19	18,679,960	15,320,389	15,183,234
Development assistance (projects) unexpended	19a	21,014,143	19,719,550	24,054,991
Provisions	19b	5,049,645	3,786,157	4,274,842
Deferred income	19c	4,633,316	4,462,512	5,318,040
		<b>49,377,064</b>	<b>43,288,608</b>	<b>48,831,107</b>
<b>Non-current liabilities</b>				
Provisions	19b	1,217,864	1,107,833	962,691
Deferred income	19c	116,983,125	117,574,718	117,153,822
		<b>118,200,989</b>	<b>118,682,551</b>	<b>118,116,513</b>
<b>Total Liabilities</b>		<b>167,578,053</b>	<b>161,971,159</b>	<b>166,947,620</b>
<b>Net assets</b>		<b>105,826,537</b>	<b>107,406,811</b>	<b>102,653,183</b>
<b>Represented by:</b>				
<b>Funds and reserves</b>				
Other contributed equity	20	7,940,310	7,940,310	7,940,310
Endowment capital		6,093,427	5,918,388	5,847,916
Retained earnings		93,732,766	94,777,372	89,529,186
Foreign currency translation reserve	20	(1,939,966)	(1,229,259)	(664,229)
		<b>105,826,537</b>	<b>107,406,811</b>	<b>102,653,183</b>

The accompanying notes from page 95 to 126 forms an integral part of these financial statements



# THE UNIVERSITY OF THE SOUTH PACIFIC STATEMENT OF CHANGES IN FUNDS AND RESERVES

FOR THE YEAR ENDED 31 DECEMBER 2013

	2013	Restated 2012
	\$	\$
<b>Retained earnings</b>		
Balance at 1 January as previously stated	94,777,372	51,024,932
<i>Prior year adjustments:</i>		
Transferred from other contributed equity	-	38,724,631
Reversal of release for 2011 & prior years amortisation for assets donated by member countries	-	(220,377)
Balance at 1 January – restated	94,777,372	89,529,186
Surplus for the year	(1,044,606)	5,248,186
<b>Balance at year end</b>	<b>93,732,766</b>	<b>94,777,372</b>
<b>Endowment capital</b>		
Balance at 1 January	5,918,388	5,847,916
Foreign exchange gain for the year	175,039	70,472
<b>Balance at year end</b>	<b>6,093,427</b>	<b>5,918,388</b>
<b>Analysed as:</b>		
Endowments – general	94,133	94,133
Endowments – specific	5,999,294	5,824,255
<b>Total endowment capital</b>	<b>6,093,427</b>	<b>5,918,388</b>
<b>Other contributed equity</b>		
Balance at 1 January as previously stated	7,940,310	168,916,426
<i>Prior year adjustments:</i>		
Reversal of 2011 and prior years release of deferred income for assets donated by member countries	-	220,377
Transfer of 3rd party donated assets to deferred income	-	(122,471,862)
Transfer of USP funded assets to retained earnings	-	(38,724,631)
Balance at 1 January – restated	7,940,310	7,940,310
Movement during the year	-	-
<b>Balance at year end</b>	<b>7,940,310</b>	<b>7,940,310</b>
<b>Foreign currency translation reserve</b>		
Balance at 1 January	(1,229,259)	(664,229)
Other comprehensive income	(710,707)	(565,030)
<b>Balance at year end</b>	<b>(1,939,966)</b>	<b>(1,229,259)</b>

The accompanying notes from page 95 to 126 forms an integral part of these financial statements.



# THE UNIVERSITY OF THE SOUTH PACIFIC

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2013

	Notes	2013 \$	2012 \$
<b>Operating activities</b>			
<i>Recurrent activities</i>			
Development assistance (recurrent)		22,330,858	16,291,140
Government contributions		48,288,017	46,929,661
Interest received		783,520	691,877
Student tuition fees		36,545,436	36,284,722
Trading activities		17,603,700	17,574,740
Other receipts		8,022,002	5,157,776
		<u>133,573,533</u>	<u>122,929,916</u>
Staff costs		(69,087,585)	(63,414,883)
Other operating costs		(61,727,113)	(56,750,873)
		<u>(130,814,698)</u>	<u>(120,165,756)</u>
<i>Net cash flows provided by recurrent activities</i>		<u><b>2,758,835</b></u>	<u><b>2,764,160</b></u>
<b>Project activities</b>			
Receipts from development assistance		30,046,624	25,220,250
Staff costs		(5,510,766)	(4,796,704)
Other operating costs		(22,723,305)	(23,450,607)
		<u>(28,234,071)</u>	<u>(28,247,311)</u>
<i>Net cash flows provided/(used in) by project activities</i>		<u><b>1,812,553</b></u>	<u><b>(3,027,061)</b></u>
<b>Total net cash flows provided by/(used in) operating activities</b>	<b>15</b>	<b>4,571,388</b>	<b>(262,901)</b>
<b>Investing activities</b>			
Payment for property plant and equipment - General		(2,645,308)	(9,712,424)
Payment for property plant and equipment - Projects		(4,212,527)	-
Net transfers to term deposits		(96,807)	(9,035,517)
<b>Net cash flows (used in) investing activities</b>		<u><b>(6,954,642)</b></u>	<u><b>(18,747,941)</b></u>
<b>Net (decrease) in cash and cash equivalents</b>		<u><b>(2,383,254)</b></u>	<u><b>(19,010,842)</b></u>
Cash and cash equivalents at 1 January		28,934,499	47,945,341
Net (decrease) in cash and cash equivalents		(2,633,086)	(18,249,501)
Effect of exchange rate fluctuations on cash held		249,832	(761,341)
<b>Cash and cash equivalents at 31 December</b>	<b>14</b>	<u><b>26,551,245</b></u>	<u><b>28,934,499</b></u>

The accompanying notes from page 95 to 126 forms an integral part of these financial statements.



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## REPORTING ENTITY

The University of the South Pacific was established by Royal Charter of the University in 1970. It is a non-profit educational institution providing higher education to member regional countries, with its main operations domiciled in Fiji. The registered office is at Laucala Bay Campus, Suva, Fiji.

The University is the premier provider of tertiary education in the Pacific region and an international center of excellence for teaching, research and consulting on all aspects of Pacific life.

## 1 SIGNIFICANT ACCOUNTING POLICIES

The summary of significant accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to the periods presented unless otherwise stated.

### (a) *Reporting Period*

The financial statements are reported for the year from 1 January to 31 December 2013.

### (b) *Basis of measurement*

The financial statements are prepared on the basis of historical costs and do not take into account changing money values or current valuation of non-current assets.

The concept of accrual method and going concern basis of accounting are applied. The Finance and Investments Committee and officers of the University believe that the basis for preparation of the accounts is appropriate and that the University will be able to continue its normal operations in the next 12 months. The Committee and the officers resolved that the classification and carrying amounts of assets and liabilities included in these accounts are appropriate.

### (c) *Functional and presentation currency*

The financial statements are presented in Fiji dollars which is the University's functional currency and rounded to the nearest dollar. Foreign currency amounts in respect of all overseas regional campuses of the University have been converted to Fiji dollars based on note 1 (m).

### (d) *Statement of compliance*

The financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") and their interpretations issued by the International Accounting Standards Board ("IASB").

*New Standards and interpretations not yet adopted.*

A number of new standards, amendments to standards and interpretations are effective for annual periods beginning after 1 January 2013, and have not been applied in preparing these financial statements. None of these is expected to have a significant effect on the financial statements of the University.

### (e) *Basis of aggregation*

The financial statements of the overseas regional campuses and the book center are aggregated in the University's financial statement. Inter-entity transactions, balances and gains/losses on the transactions between the University entities are eliminated.



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### (f) *Use of estimates and judgments*

The preparation of the financial statements in conformity with IFRS require management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected. In particular significant areas of estimation uncertainty and critical judgments relate to impairment provisions for accounts receivable and inventories.

### (g) *Property, plant and equipment*

The policy of the University is not to revalue its property, plant and equipment. In view of the specialized nature and wide geographical distribution of much of the University's property and equipment, it is considered that the costs of any revaluation to reflect current values would outweigh the benefits to the users of these financial statements. The value of its property, plant and equipment is therefore either their value when originally incorporated within the University's statement of financial position, or historical cost if acquired at a later date, less depreciation and impairment.

Items of property, plant and equipment, costing \$1,000 or more are recognized as assets. Items of property, plant and equipment costing less than \$1,000 are expensed directly to profit or loss (other than where they form part of a group of similar items which are significant in total).

#### (i) *Depreciation*

Property, plant and equipment, including buildings, but excluding freehold land acquired since 31 December 1993, are recorded at cost and depreciated on a straight line basis over their estimated useful lives commencing from the time the asset is held and ready for use. The estimated useful lives are as follows:

- Motor vehicles and vessels 5 years.
- Buildings 50 years.
- Equipment, furniture and fittings 5 years.
- Freehold land not depreciated.

The depreciation applicable to donated assets is matched by a transfer from the deferred income to profit or loss.

#### (ii) *Impairment*

Property, plant and equipment are inspected by a Board of Survey when required. If the inspection identifies that the carrying amount of the fixed asset is overstated, a provision is made for the impairment. No such provisions have been found necessary at balance date.



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### (g) *Property, plant and equipment (continued)*

#### (iii) *Deferred income*

Property, plant and equipment acquired with the aid of specific grants are capitalised and depreciated in accordance with the above policy, with the related grant being credited to the Deferred income as a liability and released to profit or loss over the expected useful economic life of the related property, plant and equipment. The exception to this is when the acquisition of property, plant and equipment is financed either through University's own funds donated by member countries or a loan or finance lease.

#### (iv) *Leased Assets*

The University leases some property and equipment under operating leases. The rentals are charged as an expense on a straight line basis over the term of the lease to profit or loss.

Assets held under leasing agreements which transfer to the University substantially all the benefits and risks of ownership of an asset are treated as if the asset had been purchased outright. These are capitalised at their fair value at the inception of the lease and depreciated over the shorter of the lease term and the useful economic life of the assets. The capital element outstanding is shown as obligations under finance leases. The interest element of the lease payments is charged to profit or loss over the term of the lease.

### (h) *Intangible assets*

IT software

IT software which is purchased, developed, or implemented, is recorded at historical cost and is amortised over its estimated useful life.

- Computer software 5 years.

### (i) *Inventories*

Inventories are valued at the lower of cost and net realisable value. Cost is determined on the first-in, first-out basis of valuation. Only inventories which are purchased and controlled centrally have been reported within the financial statements. Consumables purchased by the University for departmental use and held under the control of individual departments have been expensed in profit or loss at the time of purchase.

### (j) *Accounts Receivable*

Accounts receivable are measured initially at fair value and subsequent measurement is at amortised cost less any impairment losses. The impairment provision is made as follows:

#### (i) *Government debtors*

No impairment provision is made for sovereign debts on the premise that, despite the age of the debt, all such debts will eventually be paid.

#### (ii) *Trade debtors*

Trade debtors greater than 91 days and less than 180 days are provided for at 50%, while all debts greater than 180 days are fully provided for.



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### (j) *Accounts Receivable (continued)*

#### (iii) Student debtors

Student debtors greater than 91 days and less than 180 days are provided for at 50%, while all debts greater than 180 days are fully provided for.

#### (iv) Refunds due for Value Added Tax/Goods and Services Tax

All VAT receivable for Laucala Book Centre prior to 14 May 2012 have been fully provided for.

The impairment provision is charged to profit or loss. Bad debts are generally written off against the provision when identified.

### (k) *Statement of Cash Flows*

The following are the definitions of the terms used in the statement of cash flows:

#### *Cash and cash equivalents*

Cash and cash equivalents comprise cash on hand, deposits held with banks, deposits held at call with banks, other short-term deposits with original terms of three months or less and are subject to an insignificant risk of change in value, and bank overdrafts.

#### (i) *Operating activities*

Operating activities include all transactions and other events that are not investing or financing activities.

#### (ii) *Investing activities*

Investing activities are those relating to the acquisition, holding and disposal of property, plant and equipment and investments. Investments can include securities not falling within the definition of cash and cash equivalents.

#### (iii) *Financing activities*

Financing activities are those that result in changes in the size and composition of the capital structure. This includes both equity and debt not falling within the definition of cash and cash equivalents.

### (l) *Employee benefits*

#### (i) Short term benefits

Provision is made for employee entitlements in respect of salaries and wages, annual leave, severance allowance and superannuation where the University has a legal or contractual obligation and is calculated as the amount unpaid as at reporting date at future expected pay rates. All employee benefit related provisions, except for severance allowance, long service leave and gratuity of selected senior managers, are classified as a current liability. Accrued leave is expected to be utilised in the following period.

#### (ii) Superannuation benefits

The University contributes to a number of defined contribution superannuation schemes. Contributions are made by employees and by the University as a percentage of salary or specified amounts as required by relevant agreements. The cost to the University is charged as an expense to the profit or loss. The University's obligation is limited to these contributions.



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### (l) *Employee benefits (continued)*

#### (iii) Termination benefits

Termination benefits are employee benefits that are payable as a result of an employee's decision to accept voluntary redundancy in exchange for those benefits. This is recognised as an expense in profit or loss as the obligation arises.

### (m) *Foreign currency transactions*

All foreign currency transactions during the period have been translated to Fijian currency using the exchange rate in effect at the dates of the transactions. Foreign currency monetary assets and liabilities in foreign currencies at balance date are translated at the exchange rate existing at that date.

Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at period end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the profit or loss in the financial period in which they arise.

#### *Regional campuses*

The assets and liabilities of regional campuses are translated to Fiji dollars using the exchange rate as at year end. The income and expenses of regional campuses are translated to Fiji dollars at average exchange rate. Foreign currency differences are recognised directly in equity in the foreign currency translation reserve. The functional currencies of the regional campuses are those of their respective countries.

### (n) *Income tax*

The University is exempt from income tax in accordance with the provision of Section 17 of the Fiji Income Tax Act.

### (o) *Revenue Recognition*

Revenue comprises the fair value of the consideration received or receivable for the sale of goods and services in the ordinary course of the University's activities. Revenue is shown net of value added tax, rebates and discounts.

The University recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the University and when specific criteria have been met for each of the University's activities as described below. The amount of revenue is not considered to be reliably measurable until all contingencies relating to the sale have been resolved. The University bases its estimates on historical results, taking into consideration the type of customer, the type of transaction and the specifics of each arrangement.



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### (o) *Revenue Recognition (continued)*

Revenue is recognised in the financial statements for the major activities as follows:

#### (i) *Government Grants*

The University treats operating grants received from government contributions as income in the year of receipt or when entitlement to the grant is established. Government grants in respect of capex are recognized initially as deferred income when there is a reasonable assurance that they will be received and the University will comply with the conditions associated with the grant and are then recognized in profit or loss as income on a systematic basis over the useful life of the acquired asset.

#### (ii) *Student tuition fees*

The University recognises all student tuition fees on enrollment of the courses.

#### (iii) *Development Assistance*

Development assistance received for recurrent funding is recognised on due date while development assistance received with specific end purposes is recognized as revenue when the conditions attached to the assistance have been met. Until those conditions are met, receipt of development assistance funds in advance are accounted for as deferred revenue and recognized as a liability.

#### (iv) *Trading Activities*

Revenue from trading operations is recognised at the point of sale for goods, or as the service is performed.

#### (v) *Consultancy Revenue*

Consultancy revenue is recognised as revenue when it is earned.

#### (vi) *Other Income*

Other income is recognised on receipt except where a department of the University has arranged for a University invoice to be raised to a third party; the revenue associated with these invoices is recognised when goods/services has been provided.

#### (vii) *Rental Income*

Rental income is recognised in the profit or loss on a straight-line basis over the term of the lease for the various properties held by the University.

#### (viii) *Interest revenue*

Interest revenue is recognised as it accrues.



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### (p) *Endowment funds*

The University has established endowment funds for specific purposes. The capital amount of such funds is maintained at its original nominal value. The revenue generated through the investment of the capital is used in accordance with any conditions imposed by Council, deed, gift or by the terms of the endowments or bequests. Endowment funds are transferred to the profit or loss only when no longer required for the purpose for which the fund was originally established. Income from endowment funds are recognized as per note (1)(o)(viii).

### (q) *Commitment Accounting*

The University operates a system of commitment accounting for its non-salary expenditure. Expenditure is recognised when purchase orders are placed and charged against the appropriate cost centre. At period end all expenditure in respect of goods and services not yet rendered is reversed out.

### (r) *Trade creditors and accruals*

Liabilities for trade payables and other amounts are carried at amortised cost (inclusive of VAT/GST where applicable) which is the fair value of the consideration to be paid in the future for goods and services received whether or not billed to the University. The University's term in respect of its creditors is 30 days.

### (s) *Value Added Tax (VAT)/Goods and Services Tax (GST)*

Revenue, expenses and assets are recognised net of the amount of associated VAT/GST, unless VAT/GST incurred is not recoverable from the Tax Authority. In this case it is recognised as part of the cost of acquisition of the asset or part of the expense.

Receivables and payables are stated inclusive of the amount of VAT/GST, receivable or payable. The net amount of VAT/GST recoverable from, or payable to, the Tax Authority is included in other receivables or payables in the statement of financial position.

Amounts are written off when there is no expectation of recovery.

### (t) *Held-to-maturity financial assets*

Non-derivative financial assets with fixed or determinable payments and fixed maturities of more than three months are classified as held-to-maturity financial assets when the University has the positive intention and ability to hold it to maturity. After initial measurement, these assets are measured at amortised cost. Interest earned from these assets is recognised on an accrual basis using the effective interest rate.

### (u) *Comparative amounts*

Where the presentation or reclassification of items in the financial report is amended, comparable amounts shall be reclassified unless reclassification is impracticable.



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### (v) *Correction of errors*

To comply with IAS 20, “Accounting for Government Grants and Disclosure of Government Assistance”, the University changed its recording of donor and member country funded assets. The University has now identified all funded assets posted previously to Deferred Capital Grant and reclassified it as “Other Contributed Equity” for assets funded by member country contributions, “Deferred Income” for assets funded by 3rd party donors and to “Retained earnings” for USP funded assets.

The University had previously recognized all funded assets as deferred capital grant of \$165,718,865 in 2012 financial year (2011: \$168,916,426), which included 3rd party donor and USP funded assets of \$158,027,325 (2011:\$161,239,082) and member contributed assets of \$7,691,540 (2011:\$7,677,344). Out of the \$158,027,325, \$122,037,230 (2011: \$122,471,862) related to assets donated by 3rd party donors and was transferred to deferred income and \$38,724,631 transferred to retained earnings as it was USP funded.

As assets funded by member countries has been classified as “Other contributed equity” the amortization of these assets were also reversed from profit or loss of \$14,196 for 2012 financial year and \$220,377 from the 2011 retained earnings. This resulted in a corrected amount for the Other contributed equity of \$7,940,310.



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 2 FINANCIAL RISK MANAGEMENT

The University has exposure to the following risks:

- (i) Credit risk;
- (ii) Liquidity risk; and
- (iii) Market risk .

The overarching policies and objectives of the University's treasury management activities are defined as being the "management and control of its cash flows, banking, and investment transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks".

The Finance and Investments Committee reviews and approves policies for managing each of these risks, which are summarised below.

### *(i) Credit risk*

The maximum exposure to credit risk at balance date to recognised financial assets is the carrying amount, net of any provisions for impairment of these assets, as disclosed in the statement of financial position and notes to the financial statements.

### *(ii) Liquidity Risk*

Liquidity risk refers to the risk of financial loss to the University as a result of insufficient funds being available to meet its short and long term liabilities. The University has creditors and accruals which are all short term and hence have been classified as current liabilities in the statement of financial position.

The University manages liquidity risk by maintaining adequate cash and cash equivalent balances and borrowing facilities by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities.

Subventions within campuses or from the main Laucala campus to other campuses are carried out in order to maintain sufficient cash balances at all campuses for the funding of day-to-day operations.

### *(iii) Market risk*

#### *Foreign currency risk*

Foreign currency risk refers to risk that the value of a financial asset or liability will fluctuate due to changes in foreign exchange rates. The University's foreign currency exchange risk arises primarily from trade receivables balances denominated in a foreign currency and transactions for receipts and payments settled in foreign currencies or with prices dependent on foreign currencies as well as transactions for regional campuses in various currency denominations.



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 2 FINANCIAL RISK MANAGEMENT (CONTINUED)

### (iii) Market risk (continued)

#### Foreign Currency Risk (continued)

The University manages this risk by maintaining foreign currency bank accounts in its efforts to provide a natural hedge against currency exposures.

The following table demonstrates the sensitivity analysis to a reasonably possible change in the Australian dollar (AUD), New Zealand dollar (NZD), Solomon Island dollar (SBD) and British pound (GBP) exchange rate on the University's surplus, with all other variables held constant:

	Increase/ (decrease)	AUD	NZD	SBD	GBP	JPY
	10%	1,411,028	629,887	238,016	5,898	1,753
31-Dec-13	-10%	(1,411,028)	(629,887)	(238,016)	(5,898)	(1,753)
	10%	1,301,620	335,729	199,397	3,437	1,993
31-Dec-12	-10%	(1,301,620)	(335,729)	(199,397)	(3,437)	1,993

#### Interest Rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates.

The University's exposure to the changes in market interest rates relates primarily to the investment of surplus cash into a call or short term deposits as well as through finance lease and utilisation of bank overdrafts.

Short-term investments are either rolled over at maturity at interest rates applicable on roll-over dates, or converted to operational use if the need arises at the time of maturity. Interest on bank overdrafts is subject to changes in market interest rates. The University does not have any fixed interest instruments at fair value through profit and loss and as such is not exposed to fair value movements due to change in interest rates. The University does not have any financial instruments which are at floating rates.

Long-term investments are not feasible due to the nature of operations within the University, therefore, avoiding the risk of a cash flow mismatch or a liquidity shortfall.

#### Lending Facilities - Debt, Refinancing and Granting Security

The University ensures that its borrowing, private financing and partnership arrangements are negotiated, structured, documented and the maturity profile of the raised monies managed, with a view to obtaining competitive and favorable terms in light of market conditions prevailing at the time. The University does not have any interest bearing liabilities as at the balance date.

Prior to entering into or negotiating for any agreement to increase lending facilities (including leases) or re-finance the University's current borrowing arrangements, approval from the Finance and Investments Committee (FIC) must be obtained.

In raising capital finance, those with delegated authority will take account of:

- (i) the University's powers and rules and, in particular the University's Charter, Statutes, Regulations and Scheme of Financial Delegations;
- (ii) any legal or fiscal statutory restrictions; and
- (iii) the terms and covenants of borrowing.



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 3 GOVERNMENT CONTRIBUTIONS

	Student Grant	Campus Grant	Total
DECEMBER 2013	\$	\$	\$
Cook Islands	232,400	100,660	333,060
Fiji	23,328,341	13,091,044	36,419,385
Kiribati	1,167,784	153,474	1,321,258
Marshall Islands	122,837	78,698	201,535
Nauru	74,111	65,887	139,998
Niue	18,852	57,259	76,111
Samoa	1,041,045	160,010	1,201,055
Solomon Islands	3,794,617	111,380	3,905,997
Tokelau	48,268	-	48,268
Tonga	1,471,637	107,981	1,579,618
Tuvalu	697,250	72,423	769,673
Vanuatu	1,565,381	385,123	1,950,504
	<b>33,562,523</b>	<b>14,383,939</b>	<b>47,946,462</b>

## 3 GOVERNMENT CONTRIBUTIONS

	Student Grant	Campus Grant	Total
DECEMBER 2012	\$	\$	\$
Cook Islands	268,500	89,500	358,000
Fiji	22,681,873	13,837,349	36,519,222
Kiribati	1,093,179	155,027	1,248,206
Marshall Islands	153,429	70,321	223,750
Nauru	73,518	41,554	115,072
Niue	19,179	52,741	71,920
Samoa	987,697	428,322	1,416,019
Solomon Islands	3,525,663	222,152	3,747,815
Tokelau	28,768	-	28,768
Tonga	1,304,144	76,714	1,380,858
Tuvalu	501,840	57,535	559,375
Vanuatu	1,326,519	950,938	2,277,457
	<b>31,964,309</b>	<b>15,982,153</b>	<b>47,946,462</b>



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 4 STUDENT TUITION FEES

	2013 \$	2012 \$
Regional students	14,842,183	14,630,309
International students	1,357,627	960,715
	16,199,810	15,591,024
Distance and flexible learning	11,127,676	8,864,014
	<b>27,327,486</b>	<b>24,455,038</b>
College of Foundation Studies	5,114,098	5,374,919
Republic of Marshall Islands (RMI)	173,308	294,682
Master of Business Administration	2,511,647	3,021,612
Others	4,138,848	4,232,355
	<b>39,265,387</b>	<b>37,378,606</b>

### 4a Student Tuition Fees by Sponsor

Private students	27,969,440	26,312,570
Private Sponsored	570,364	611,525
Government Sponsored	10,610,332	10,053,147
USP Sponsored	115,251	401,364
	<b>39,265,387</b>	<b>37,378,606</b>

## 5 DEVELOPMENT ASSISTANCE

Australia	- Recurrent	14,950,457	9,132,775
	- Projects	9,723,752	12,083,420
New Zealand	- Recurrent	7,380,401	7,158,365
	- Projects	53,953	17,071
European Union		5,074,106	2,121,508
Japan		4,788,315	5,498,097
Other Partners		9,111,905	9,835,595
		<b>51,082,889</b>	<b>45,846,831</b>



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 6 TRADING ACTIVITIES

	2013 \$	2012 \$
Book centre	8,400,806	7,946,810
Computer shop	3,282,047	2,515,150
Residential rental income		
- <i>Laucala</i>	3,518,838	3,291,507
- <i>Emalus</i>	903,588	1,086,094
- <i>Alafua</i>	226,155	277,812
	16,331,434	15,117,373
Gymnasium and Community Recreation Centre	471,381	418,063
ICT Park rentals	753,382	666,683
Other rental	507,019	253,306
Others	390,929	248,351
	<b>18,454,145</b>	<b>16,703,776</b>

## 6a CONSULTANCY INCOME

Consultancy work with Tonga Police	78,813	62,754
Professional services and project consultancies		
- IAS	865,850	922,945
- Other	189,196	539,784
Training and teaching	294,487	497,211
Other	105,981	162,805
	<b>1,534,327</b>	<b>2,185,499</b>

## 7 OTHER INCOME

Administration cost recovery	367,268	245,704
Course material and text book sales	2,618,060	2,063,623
Faculty and support units' income	962,420	660,768
ITS domain name registration	181,240	214,812
Laboratory income	1,122,100	863,204
Miscellaneous student activities	2,142,756	1,706,399
Other income	1,538,283	665,589
Publication sales	27,666	24,031
Insurance proceeds	33,556	19,962
	<b>8,993,349</b>	<b>6,464,092</b>



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 8 RELEASE OF DEFERRED REVENUE

	2013	Restated 2012
	\$	\$
Depreciation charge for the year	9,436,990	9,275,121
Less: charge on items acquired through normal operating activities	(4,803,674)	(4,812,609)
Release of deferred revenue liability - depreciation	<u>4,633,316</u>	<u>4,462,512</u>

## 9 STAFF COSTS

	2013	2012
	\$	\$
Academic and comparable staff	52,938,927	45,647,680
Intermediate and junior staff	15,252,462	13,744,662
Hourly paid staff	7,284,354	6,965,571
Provision for leave entitlement	1,263,488	(488,685)
Senior management	1,771,879	1,562,386
<b>Total staff costs</b>	<u><b>78,511,110</b></u>	<u><b>67,431,614</b></u>

### Staff numbers (including part-time staff) by category

Academic and comparable staff	635	596
Intermediate and junior staff	626	598
Hourly paid staff	323	333
Senior management	8	9
<b>Total staff numbers</b>	<u><b>1,592</b></u>	<u><b>1,536</b></u>

### Annualized taxable emoluments for staff paid \$100,000 or more

\$100,000 - \$119,999	61	40
\$120,000 - \$139,999	19	12
\$140,000 - \$159,999	12	18
\$160,000 - \$179,999	16	13



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

<b>9</b>	<b>Annualized taxable emoluments for staff paid</b>	<b>2013</b>	<b>2012</b>
	<b>\$100,000 or more (Continued)</b>	<b>\$</b>	<b>\$</b>
	\$180,000 - \$199,999	6	-
	\$200,000 - \$219,999	9	2
	\$220,000 - \$239,999	2	-
	\$240,000 - \$259,999	1	2
		126	87

<b>10</b>	<b>OPERATING COSTS</b>	<b>2013</b>	<b>Restated 2012</b>
		<b>\$</b>	<b>\$</b>
	Cost of sales	11,593,728	11,095,049
	Travel and related expenses – University related	4,271,633	5,214,119
	Travel and related expenses – Projects related	8,625,492	10,106,742
	Student – research related expenses	10,147,304	10,519,995
	Student – support related expenses	1,692,861	837,524
	Grounds and maintenance	4,763,970	3,198,284
	Consultancy expenses	3,194,744	4,243,484
	Utilities	5,408,748	4,457,240
	Telecommunications	4,331,272	3,959,884
	Library books	1,642,250	2,340,059
	Staff recruitment and passages	1,276,754	1,049,661
	Printing and stationery	2,622,944	2,910,411
	Insurance premiums	2,281,965	2,165,726
	Computer software and hardware	1,026,838	1,557,583
	Workshop expenses	1,838,521	1,625,862
	Advertising	1,643,843	1,960,928
	Hospitality / expenditure on meetings	1,213,776	1,141,577
	Teaching materials	2,577,569	2,764,525
	Medical expenses	1,157,720	941,572
	Rental expense	1,443,823	908,041
	Equipment purchase	1,120,421	856,630
	Freight and courier charges	829,056	926,459



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 10 OPERATING COSTS (Continued) 2013

	2013	Restated 2012
	\$	\$
Operating costs - strategic plan	2,716,520	1,041,357
Sub-total	77,421,752	75,822,712
Other items of expenditure	6,636,887	3,897,285
<b><u>Fees paid to auditors:</u></b>		
External audit - audit of financial statements	61,000	38,000
Project Audits	23,823	21,193
Internal audit	178,868	181,972
<b><u>Honorarium:</u></b>		
Council	37,623	29,669
Audit and risk committee	23,500	14,742
Finance and investments committee	10,500	8,496
<b>Total operating costs</b>	<b>84,393,953</b>	<b>80,014,069</b>



# THE UNIVERSITY OF THE SOUTH PACIFIC

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

<b>11 INVENTORIES</b>	<b>Goods and Publications</b>	<b>Academic Gowns</b>	<b>Maintenance</b>	<b>Catering and Domestic</b>	<b>Total</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Balance at 1 January 2012	4,204,721	583,609	204,414	1,817	4,994,561
Additions	7,894,213	299,972	260,347	90,231	8,544,763
Expensed	(7,213,936)	(170,447)	(241,039)	(87,097)	(7,712,519)
Impairment	(117,144)	(1,925)	-	-	(119,069)
Cost or valuation at 31 December 2012	<b>4,767,854</b>	<b>711,209</b>	<b>223,722</b>	<b>4,951</b>	<b>5,707,736</b>
Balance at 1 January 2013	4,767,854	711,209	223,722	4,951	5,707,736
Additions	8,434,922	-	242,116	56,785	8,733,823
Expensed	(9,841,059)	-	(427,507)	(57,589)	(10,326,155)
Impairment	(476,117)	-	(3,303)	-	(479,420)
<b>Cost or valuation at 31 December 2013</b>	<b>2,885,600</b>	<b>711,209</b>	<b>35,028</b>	<b>4,147</b>	<b>3,635,984</b>

### Analysis of value of inventories

	<b>2013</b>	<b>2012</b>
	<b>\$</b>	<b>\$</b>
Total cost of inventories	5,739,956	7,257,107
Less: unrealised profit	(1,238,758)	(1,163,577)
Less: provision for obsolescence	(865,214)	(385,794)
Cost or valuation at year end	<b>3,635,984</b>	<b>5,707,736</b>

### Analysis of goods and publications:

Book centre - inventory	1,731,386	2,855,842
Book centre - goods in transit	602,561	793,824
Regional campuses - books	1,016,130	1,101,548
Regional campuses - course materials	283,915	290,674
Institute of Education	65,183	63,424
	<b>3,699,175</b>	<b>5,105,312</b>
Less: provision for obsolescence	(813,575)	(337,458)
<b>Cost or valuation at year end</b>	<b>2,885,600</b>	<b>4,767,854</b>



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

12 TRADE AND OTHER RECEIVABLES	Notes	2013 \$	2012 \$
Government contributions	12a	488,019	529,823
Trade debtors	12b	1,577,680	727,236
Student debtors	12c	10,987,655	8,210,374
Staff debtors	12d	125,278	102,117
VAT / GST receivable	12e	3,348,793	3,153,685
Other debtors	12f	12,464,278	8,652,890
		28,991,703	21,376,125
Less: provision for doubtful debts	12g	(9,930,627)	(8,933,138)
		<u>19,061,076</u>	<u>12,442,987</u>

## 12a Contribution due from governments:

Solomon Islands	488,019	529,823
	<u>488,019</u>	<u>529,823</u>
<u>Ageing of government contributions due:</u>		
0 to 90 days	-	25,230
91 to 180 days	488,019	504,593
	<u>488,019</u>	<u>529,823</u>

Overpayments by member countries are classified as creditors.

## 12b Trade Debtors

Alafua campus	178,235	45,110
Emalus campus and book centre	125,538	19,480
Laucala campus and book centre	1,273,907	662,646
	<u>1,577,680</u>	<u>727,236</u>
Less: Impairment provision	(373,243)	(184,753)
	<u>1,204,437</u>	<u>542,483</u>



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 12b Trade Debtors (continued)

	2013	2012
	\$	\$
<u>Ageing of trade debtors due:</u>		
0 to 90 days	1,106,849	521,899
91 to 180 days	195,178	64,294
181 to 365 days	188,318	45,380
Between 1 and 2 years old	33,914	22,755
Between 2 and 3 years old	6,562	14,689
More than 3 years old	46,859	58,219
	<b>1,577,680</b>	<b>727,236</b>

## 12c Student Debtors

Alafua	754,466	630,553
Emalus	1,207,357	1,620,541
Laucala	5,873,873	3,698,358
Other regional campuses	3,151,959	2,260,922
	<b>10,987,655</b>	<b>8,210,374</b>
Less: Impairment provision	(6,581,160)	(5,875,744)
Write off student debts	(136,815)	(46,465)
	<b>4,269,680</b>	<b>2,288,165</b>

### Ageing of student debtors due:

0 to 90 days	1,263,853	801,205
91 to 180 days	4,429,840	2,407,259
181 to 365 days	1,921,401	1,369,405
Between 1 and 2 years old	814,318	1,002,170
Between 2 and 3 years old	479,121	1,467,190
More than 3 years old	2,079,122	1,163,145
	<b>10,987,655</b>	<b>8,210,374</b>

## 12d Staff debtors

Laucala	101,059	100,724
Other regional campuses	24,219	1,393
	<b>125,278</b>	<b>102,117</b>
Less: Impairment provision	(111,578)	(98,345)
	<b>13,700</b>	<b>3,772</b>



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 12d Staff debtors (continued)

	2013	2012
	\$	\$
<u>Ageing of staff debtors due:</u>		
0 to 90 days	20,537	-
91 to 180 days	2,732	1,281
181 to 365 days	1,279	2,491
Between 1 and 2 years old	2,385	-
More than 3 years old	98,345	98,345
	<b>125,278</b>	<b>102,117</b>

## 12e VAT/GST receivable

Alafua book centre	583,032	395,451
Laucala book centre	2,765,761	2,758,234
	<b>3,348,793</b>	<b>3,153,685</b>
Less: Impairment provision	(2,727,831)	(2,727,831)
	<b>620,962</b>	<b>425,854</b>

### Ageing of VAT/GST due:

0 to 90 days	49,400	97,693
91 to 180 days	71,163	35,591
181 to 365 days	99,197	307,551
Between 1 and 2 years old	416,185	470,084
Between 2 and 3 years old	433,301	455,546
More than 3 years old	2,279,547	1,787,220
	<b>3,348,793</b>	<b>3,153,685</b>

## 12f Other debtors

Development assistance partners (projects)	5,754,335	5,454,929
Development assistance partners (incentive)	3,998,095	2,247,816
Development assistance partners (Scholarship's)	1,778,374	-
Interest receivable	254,121	277,821
Other debtors	679,353	672,324
	<b>12,464,278</b>	<b>8,652,890</b>

### Ageing of other debtors due:

0 to 90 days	3,728,526	4,688,417
91 to 180 days	3,945,356	452,145
181 to 365 days	1,634,956	1,535,792
Between 1 and 2 years old	1,759,508	807,120
Between 2 and 3 years old	506,963	404,421



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 12f Other Debtors (Continued)

	2013	2012
	\$	\$
More than 3 years old	888,969	764,995
	<b>12,464,278</b>	<b>8,652,890</b>

## 12g Movement in provision for doubtful debts

Balance at 1 January	8,933,138	10,066,822
Write offs	(136,815)	46,465
(Reversal)/additional provision made during the year	1,134,304	(1,180,149)
Balance at 31 December	<b>9,930,627</b>	<b>8,933,138</b>

Amounts charged to the provision account are written off when there is no expectation of recovery.

## 13 PREPAYMENTS

Alafua	9,388	7,132
Laucala	528,260	413,277
Laucala book centre	36,429	11,955
	<b>574,077</b>	<b>432,364</b>

## 14 CASH AND CASH EQUIVALENTS

Cash and short - term deposits		
- Current accounts	13,908,204	17,169,973
- Term deposits (3 months or less)	12,608,041	11,734,822
- Cash on hand and petty cash	35,000	29,704
Cash and cash equivalents	<b>26,551,245</b>	<b>28,934,499</b>

## 14a HELD-TO-MATURITY FINANCIAL ASSETS

	<b>18,712,133</b>	<b>18,615,326</b>
Total cash and cash equivalents and held-to maturity financial assets	<b>45,263,378</b>	<b>47,549,825</b>

Held-to-maturity financial assets comprise term deposits maturing between 3 and 12 months at 31 December 2013.



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 14b Where held:

	2013	2012
	\$	\$
In Fiji	24,889,690	31,718,004
With other regional banks	5,626,178	6,426,191
In other overseas accounts	14,747,510	9,405,630
	<b>45,263,378</b>	<b>47,549,825</b>

## 14c The following term deposits are denominated in the following currencies but stated in Fijian dollars:

Fijian dollars	8,454,365	11,928,371
Australian dollars	14,110,273	13,016,198
New Zealand dollars	6,298,867	3,357,291
Solomon Island dollars	2,380,159	1,993,974
British pounds	58,978	34,382
Japanese yen	17,532	19,931
	<b>31,320,174</b>	<b>30,350,147</b>

Cash and cash equivalents denominated in other currencies are exposed to foreign currency risk.

## 14d Comprising:

University funds	18,155,808	21,911,887
Development assistance (projects)	21,014,143	19,719,550
Endowment funds	6,093,427	5,918,388
	<b>45,263,378</b>	<b>47,549,825</b>

Development assistance (projects) and Endowment funds are restricted and are not available for University's recurrent expenditure.



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 15 Reconciliation of net cash from operating activities to statement of comprehensive income

	2013	Restated 2012
	\$	\$
(Deficit)/surplus for the year	(1,755,313)	4,683,156
<u>Adjustments to income and expenditure:</u>		
Release of deferred revenue	(4,633,316)	(4,448,316)
Depreciation	9,436,990	9,260,925
Movement in provision for doubtful debts	1,134,304	(1,180,149)
Loss on demolition of assets	8,355	2,154
Provision for write-off	(136,815)	46,465
Provision for leave entitlement	1,263,488	(488,685)
Write down in value of inventories	479,420	119,069
Net cash from operating activities before changes in assets and liabilities	5,797,113	7,994,619
Decrease/(Increase) in inventories	1,592,332	(832,241)
Increase in accounts receivable	(7,615,578)	(3,781,922)
Decrease/(increase) in prepayments	(141,713)	339,316
Increase/(decrease) in development assistance (projects)	2,060,053	(4,335,441)
Increase in creditors	2,879,181	352,768
<b>Net cash provided by normal operating activities</b>	<b>4,571,388</b>	<b>(262,901)</b>



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 16 Property, plant and equipment

	Property	Equipment and Furniture	Vehicles and Vessels	Work in Progress	Total
	\$	\$	\$	\$	\$
<b>Cost</b>					
Deemed cost at 1 January 2012	209,081,248	21,101,925	2,180,448	4,571,266	236,934,887
Additions	1,662,120	6,625,827	397,787	4,579,731	13,265,465
Disposals	-	(71,758)	(42,227)	-	(113,985)
Transfers between asset classes	536,932	515,717	-	(1,052,649)	-
<b>Deemed cost at 31 December 2012</b>	<b>211,280,300</b>	<b>28,171,711</b>	<b>2,536,008</b>	<b>8,098,348</b>	<b>250,086,367</b>
Additions	2,452,381	6,490,776	305,956	1,693,974	10,943,087
Disposals	-	(15,376)	-	-	(15,376)
Transfers between asset classes	3,801,927	755,589	-	(4,557,516)	-
<b>Deemed cost at 31 December 2013</b>	<b>217,534,608</b>	<b>35,402,700</b>	<b>2,841,964</b>	<b>5,234,806</b>	<b>261,014,078</b>
<b>Accumulated depreciation</b>					
Accumulated depreciation at 1 January 2012	26,823,668	10,074,287	1,297,166	-	38,195,121
Charge for the year	4,875,558	3,972,059	295,318	-	9,142,935
Disposals	-	(69,605)	(42,227)	-	(111,832)
Accumulated depreciation at 31 December 2012	31,699,226	13,976,741	1,550,257	-	47,226,224
Charge for the year	4,598,225	4,466,731	244,825	-	9,309,781
Disposals	-	(3,917)	-	-	(3,917)
<b>Accumulated depreciation at 31 December 2013</b>	<b>36,297,451</b>	<b>18,439,555</b>	<b>1,795,082</b>	<b>-</b>	<b>56,532,088</b>
<b>Net carrying amount</b>					
at 1 January 2012	182,257,580	11,027,638	883,282	4,571,266	198,739,766
Net carrying amount at 31 December 2012	179,581,074	14,194,970	985,751	8,098,348	202,860,143
<b>Net carrying amount at 31 December 2013</b>	<b>181,237,157</b>	<b>16,963,145</b>	<b>1,046,882</b>	<b>5,234,806</b>	<b>204,481,990</b>

### Work in progress

Work in progress relates to costs for property-related projects where the project has not been completed. The costs will be capitalised once all major items of expenditure, other than the payment of retention monies, have been incurred and the asset is put into service.



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 16 PROPERTY, PLANT AND EQUIPMENT (continued)

### Carrying amount of work in progress projects

2013

2012

\$

\$

### Continuing from 2012

Improve campus infrastructure and developments	1,983,429	2,722,541
IT equipment installation	1,168,369	1,470,103
Lab equipment installation	84,566	162,782
Improve recreational space and campus life	118,268	1,205,267
Software development	-	96,921
PG Library	-	1,604,306
Expansion of wireless coverage	-	5,812
Renewable Energy Training Centre	28,001	192,000
Biofuel Testing Laboratory	137,459	241,001
USP Secretariat - Porch	-	96,384
Waterproofing works - USP FBE Building	-	7,584
Road Upgrade	286,407	20,713
Upgrade Network Core Firewall 140k	-	272,934

### New projects in 2013

11th Hall	577,438	-
Smart Class Room	291,823	-
Book Centre Extension	460,451	-
MBA Resource Centre	76,354	-
Pony Club Landscaping	22,241	-
	<b>5,234,806</b>	<b>8,098,348</b>



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 16 PROPERTY, PLANT AND EQUIPMENT (continued)

	2013	Restated 2012
	\$	\$
<b>Reconciliation of fixed assets to related accounts</b>		
Carrying amount of property, plant and equipment at 31 December 2013	204,481,990	202,860,143
<u>This is represented by:</u>		
Deferred income	121,616,441	122,037,230
Other contributed equity	7,940,310	7,940,310
Carrying amount of properties acquired directly or through loans:		
Statham street campus	3,941,609	4,025,509
Services complex	106,560	110,880
Residential block	760,000	784,000
Carrying amount of assets funded from operating activities	70,117,070	67,962,214
	<b>204,481,990</b>	<b>202,860,143</b>

## 17 INTANGIBLE ASSETS

Deemed cost at 1 January 2012	349,539
Additions	474,837
Deemed cost at 31 December 2012	824,376
Additions	130,379
Deemed cost at 31 December 2013	954,755

### Amortisation and impairment

At 1 January 2012	307,275
Amortisation	132,186
Amortisation at 31 December 2012	439,461
Amortisation	127,209
Amortisation at 31 December 2013	566,670
Net carrying amount at 1 January 2012	42,264
Net carrying amount at 31 December 2012	384,915
<b>Net carrying amount at 31 December 2013</b>	<b>388,085</b>



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 18 FINANCING FACILITIES

The University has access to overdraft facilities of \$4,088,542 (December 2012: \$4,083,112) with various banks across the region for which all conditions precedent have been met. As at 31 December 2013: nil (December 2012: nil) was utilised.

Cash at bank earns interest at floating rates based on daily bank deposit rates. The carrying amount of cash and cash equivalents as at 31 December 2013 is \$26,551,245 (December 2012: \$28,934,499). Held-to-maturity financial assets as at 31 December 2013 is \$18,712,133 (December 2012: \$18,615,326).

The University entered into loan agreements with Asian Development Bank (ADB) (with interest rate of 1% for first 8 years and 1.5% thereafter) and Fiji National Provident fund (FNPF) with interest rate of 3.5% fixed for 5 years and reviewed rates to be fixed for successive 5 years after review. The interest rate at each of the next lot of 5 year interval will be 0.5% less than the 5 year FIB rate applicable at that time.

## 19 CREDITORS AND ACCRUALS

	2013 \$	2012 \$
Member countries' contributions received in advance	2,101,215	1,801,305
Other creditors and accruals	915,205	1,016,516
Research funds	2,227,716	1,660,460
Payroll creditors	3,963,790	1,424,553
Student creditors	210,504	102,123
Student fees received in advance	561,729	612,778
Trade creditors	8,699,801	8,702,654
	<b>18,679,960</b>	<b>15,320,389</b>

## 19a DEVELOPMENT ASSISTANCE (PROJECTS) UNEXPENDED

AusAID	9,357,348	8,068,134
NZ	104,956	1,207,183
EU	2,570,127	2,304,928
Japan	291,262	115,543
Others	8,690,450	8,023,762
	<b>21,014,143</b>	<b>19,719,550</b>

Development assistance (projects) funds are from development partners and are appropriated for a variety of purposes ranging from research, scholarship, community outreach and capital developments.



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 19b PROVISIONS

### *Current*

<u>Provision for annual leave</u>	<b>2013</b>	<b>2012</b>
	\$	\$
Balance at 1 January	3,786,157	4,274,842
Movement during the year	1,263,488	(488,685)
Balance at 31 December	5,049,645	3,786,157

Annual leave liabilities have been classified as current as there is no unconditional right to defer settlement for at least 12 months after reporting date.

### *Non-current*

<u>Provision for severance allowance</u>		
Balance at 1 January	890,581	858,150
Additional provision during the year	101,709	84,097
Paid during the year	(97,983)	(51,666)
Balance at 31 December	894,307	890,581
<u>Provision for gratuity</u>		
Balance at 1 January	217,252	104,541
Additional provision during the year	106,305	112,711
Balance at 31 December	323,557	217,252
	1,217,864	1,107,833

## 19c Deferred Income

	<b>2013</b>	<b>Restated 2012</b>
	\$	\$
Balance at 1 January	122,037,230	122,471,862
Additions during the year	4,215,631	4,027,880
Release during the year – depreciation	(4,633,316)	(4,462,512)
Release during the year – disposals	(3,104)	-
Balance at year end	121,616,441	122,037,230

(i) Disclosed in the financial statements as follows:

Current	4,633,316	4,462,512
Non-current	116,983,125	117,574,718
	121,616,441	122,037,230



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 20 Capital and Reserves

### (a) Other contributed equity

The amount reflects the cost of assets donated by member countries in its capacity as the owners of the University.

### (b) Foreign currency translation reserve

Translation reserve represents the resultant exchange gain/loss arising from translating all overseas campus balances on aggregation.

## 21 COMMITMENTS

### 21a Operating lease commitments

	2013	2012
	\$	\$
The commitments in respect of leased assets are as follows:		
Within one year	427,800	166,739
Within more than one year but less than two years	427,800	-
Expiring within more than two years but less than five years	1,247,750	-
	<b>2,103,350</b>	<b>166,739</b>

The University has an operating lease with Fuji Xerox Business Center for the provision of managed multi-function device services. Minimum monthly lease of \$35,650 for five years subject to adjustments based upon actual utilisation.

### 21b Capital commitments

In addition to the amounts reported in note 16 of the financial statements, the University has a capital commitment of \$6,181,915 for various projects not yet started and asset purchases for which the items had not been received or paid for. This balance was not been recognised as a liability at balance date.

## 22 CONTINGENT ASSETS AND LIABILITIES

	2013	2012
	\$	\$
<u>Contingent liabilities</u>		
The University's contingent liabilities are estimated to be:		
Fiji Electricity Authority - guarantees given	158,857	158,857
FRCA - customs bond - guarantees given	30,000	30,000
VAT on contributions received from Fijian government (1992 - 2007)	39,802,087	39,802,087
	<b>39,990,944</b>	<b>39,990,944</b>
<u>Contingent assets</u>		
VAT on Fijian government contributions (1992 -2007)	<b>39,802,087</b>	<b>39,802,087</b>



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 22 CONTINGENT ASSETS AND LIABILITIES – (continued)

The Fiji Islands Revenue Customs Authority advised in a letter dated June 2007 that the University may be liable to pay VAT on contributions received from the Government of Fiji since 1992. The University made an effort in 2009 to close the matter with FRCA, but no reply or any formal assessment has been issued by FRCA since the University's last communication dated 20 October 2009. Accordingly, no liability has been recorded in the financial statements.

The University claims Government contributions on a VAT exclusive basis. In the event that the VAT liability is considered probable, the University would make a claim for the short fall in payment of contributions and recognise a receivable amount to the same value as the potential tax liability.

### Legal claim contingency

USP staff union has commenced an action against the University in respect of Intermediate and junior staff salaries.

There are various legal claims and trade disputes pending against the University at the balance date. The University considers these claims, arising in the normal course of business, to be immaterial and mostly spurious. No amounts have been provided in relation to any of these matters.

## 23 RELATED PARTIES

The University is controlled by 12 member countries comprising Fiji, Tuvalu, Tonga, Solomon Islands, Samoa, Republic of Marshall Islands, Nauru, Niue, Cook Islands, Vanuatu, Kiribati and Tokelau. During the year the University received grants of \$47,946,462 (2012: \$47,946,462) (refer to note 3) and amounts receivable at balance date amounted to \$488,019 (2012: \$ 529,823).

### Key management personnel disclosures

#### (a) Names of responsible persons and senior management team

The following persons were responsible persons and senior management team of the University during the period.

All members of the University council were appointed or elected under the provisions of the University Charter. Council members include the University employees who may be ex-official members or elected staff members.

#### (i) University Council Members

Mr Ikbal Jannif, Pro-Chancellor & Chair of Council  
Professor Rajesh Chandra, Vice-Chancellor & President  
Hon. Teina Bishop, Minister for Education, Cook Islands  
Hon. Dr Hilda C. Heine, Minister for Education, Marshall Islands  
Hon. Charmaine Scotty MP, Minister for Education, Nauru  
Hon. Pokotoa Sipeli, Minister for Education, Niue  
Hon. Reuben D. Ha'amori, Minister for Education, Solomon Islands  
Hon. Fauoa Maani, Minister for Education, Tuvalu  
Hon. Dr Ana Maui Taufu'ulungaki, Minister for Education, Women Affairs, and Culture, Tonga  
Hon. Bob Loughman, Minister for Education, Vanuatu  
Hon. Maere Tekanene, Minister for Education, Kiribati  
Hon. Faafetai Taumanu, Minister for Education, Tokelau



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 23 RELATED PARTIES (continued)

### Key management personnel disclosures (continued)

Hon. Magele Mauiliu Magele, Minister for Education, Samoa

Mr Iulai Lavea, Chief Executive Officer, Ministry of Finance, Samoa

Hon. Filipe Bole, Minister for Education, National Heritage, Culture & Arts, Fiji

Dr Brij Lal, Permanent Secretary for Education, National Heritage, Culture and Arts, Fiji

Mr Filomone Waqabaca, Permanent Secretary of Finance, Fiji

Ms Fay Yee, Fiji

Mr Iowane Naiveli, Fiji

Professor Janice Reid AM, Vice-Chancellor and University President, University of Western Sydney, Government of Australia - from July 2013

Dr Jeremy Strudwick, Government of Australia – Up till June 2013

Professor Ian Watson, Government of New Zealand

Mr Feleti Teo, Deputy Secretary General (Strategic Partnership and Coordination Programme), Pacific Islands Forum Secretariat

Professor Konai Helu Thaman, Senate rep

Professor David Harrison, Senate rep – up till 23 July 2013

Professor Biman Prasad, Senate rep – from 30 September 2013

Mr Peter Ifunao'a, USPSA (student rep)

Mr Ifereimi Naruma Kuribola, USPSA (student rep) – from July 2013

Dr Govinda Lingam, Staff rep

Mr Anare Tuitoga, Staff rep

### CO-OPTED MEMBERS

Ms Fekita 'Utoikamanu (Deputy Chair of Council)

Dr Kabini Sanga

Mr Rex Stephen Horoi

Mr Gerald M. Zackios

Mr Digby Bossley

Ms Birtha Togahai

#### *(ii) Senior management team*

Professor Rajesh Chandra, Vice-Chancellor and President

Dr Esther Williams, Deputy Vice-Chancellor (Administration and Regional Campuses)

Professor John Bythell, Pro Vice-Chancellor (Research and International)

Professor Susan A. Kelly, Deputy Vice Chancellor (Learning, Teaching & Student Services)

– Up till 31 October 2013



# THE UNIVERSITY OF THE SOUTH PACIFIC NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2013

## 24 RELATED PARTIES (continued)

Dr Akanisi Kedrayate, Dean, Faculty of Arts, Law and Education  
Dr Anjeela Jokhan, Dean, Faculty of Science, Technology and Environment  
Dr Kesaia Seniloli, Acting Dean, Faculty of Business and Economics  
Heather Stadel, Executive Director Human Resources  
Kolinio Boila, Executive Director Finance

(b) Remuneration of Council Members and Senior Management Team **2013** **2012**

### Remuneration of Council members

\$10,000 - \$19,999	3	3
\$20,000 - \$29,999	1	1

Refer to note 9 and 10 for details of council members and senior management team remuneration.

### Remuneration of Senior management team

\$100,000 - \$119,999	1	1
\$120,000 - \$139,999	-	-
\$140,000 - \$159,999	1	3
\$160,000 - \$179,999	1	-
\$180,000 - \$199,999	1	2
\$200,000 - \$219,999	2	1
\$220,000 - \$239,999	2	2
	<b>8</b>	<b>9</b>

The University is not aware of any material transactions that may have been conducted with Council members of the University. Transactions are at arm's length and on terms and conditions no more favorable than those which it is expected the University would have adopted for a normal employee, customer or supplier relationship.

(c) Key management personnel compensation **2013** **2012**

	<b>\$</b>	<b>\$</b>
Short term employee benefits	1,484,307	1,796,635
Termination benefits	287,572	12,027
	<b>1,771,879</b>	<b>1,808,662</b>

## 25 EVENTS SUBSEQUENT TO YEAR END

There has not arisen in the interval between the end of the year and the date of this report any item, transaction or event of a material and unusual nature likely to affect significantly the operations of the University, the results of those operations or the state of affairs of the University in subsequent financial years.



## NOTES


[illegible]



## NOTES

[illegible]





From the diverse traditions and cultures that shape multiple Pacific Island identities, to the shared histories and triumphs that strengthen the Pacific Island Countries as one region, comes the inspiration for the theme of USP 2013 Annual Report.

Graphic shapes portraying ocean waves signify how the University is like a unifying force of nature that brings Pacific Island peoples together. It is a place where regional ties, collaborations and unity are nurtured infinitely by all who have come through the University since its beginning in 1968. USP's journey to excellence also began then, and it continues to be the destination in which the University is headed. Ideas of excellence are represented throughout the report by using stylised illustrations inspired by garlands in the Pacific which are traditionally bestowed upon not only graduates but to all who are being celebrated.

Pacific Island cultures and traditions enrich the culture of excellence USP has embarked upon, a path that is not easy, but one which the University has chosen to take.



The background of the cover is a vibrant teal and blue abstract design. It features layered, wavy bands of color that create a sense of depth and movement. Overlaid on these bands are intricate white and light blue patterns, including stylized floral motifs and geometric shapes like triangles and zig-zags, reminiscent of traditional Pacific Island art. A large, dark teal circle is positioned in the center, serving as a frame for the university's name.

# THE UNIVERSITY OF THE SOUTH PACIFIC

*Serving the needs of the  
Pacific States*