



A Year of Transilience



Parliament of Fiji
Parliament Paper No. 91 of 2018

2017

Annual Report

The Cover

2017 was all about tremendous positive change for the University. On the cover we are emphasising the diverse colleges, students, staff and departments that make up the University, who joined hands and forces as FNU experienced a year of transilience. Together we braved the challenges that needed to be overcome. And in unison, massive leaps, transitions and diversifications were made, making 2017 a record year that is bound to shape our future for many years to come.

TABLE OF CONTENTS

Vision, Mission and Values	2
Chancellor's Foreword	4
Vice Chancellor's Foreword	6
University Governance	10
Organisational Structure	13
Senior Management Group	14
University Statistics	16
2017 Highlights	26
Learning, Teaching and Quality	46
College Updates	50
Student Support	74
Research	80
Information and Communication Technology	84
Human Resources	86
Library	90
Corporate Social Responsibility	92
Regional and International Students	94
Financial Statements	96



VISION, MISSION & VALUES

OUR VISION

The University aims to be the premier university for higher education, technical and vocational education and training, research and development in Fiji and the Pacific region, and to be the national centre of excellence in Fiji for all things to do with training and productivity.

OUR MISSION

The University shall provide leadership in all intellectual pursuits in higher education, research and development, and the development and acquisition of relevant and quality technical skills in all trades and soft skills that are necessary for development of nations, businesses, and communities.

CORPORATE VALUES

HIGH ETHICAL AND PROFESSIONAL STANDARDS

The University is committed to the highest standards of ethics, integrity, transparency, corporate governance, and professional standards.

CUSTOMER/STUDENT - FOCUSED

The University is focused on understanding and exceeding the expectations of our stakeholders, and providing a safe, secure and comfortable learning, teaching and training environment.

EFFICIENCY, COST EFFECTIVENESS AND ENVIRONMENTAL SUSTAINABILITY

The University promotes cost effectiveness in resource utilisation, maximum returns to all stakeholders, effective service delivery, and environmental sustainability.

CULTURE OF EXCELLENCE

The University shall strive for excellence in everything it does.

EMPOWERING/STRENGTHENING OUR TEAM

The University is managed on the core values of accessibility of education and training to all, equal opportunity, respect and tolerance for diversity, and a firm sense of belonging and ownership forged through collective decision making, information sharing, providing a ready helping hand to the weaker members of the University community, a healthy lifestyle, and collective social and corporate responsibility.



CHANCELLOR'S FOREWORD

MR. IKBAL JANNIF

This annual report summarises the activities of FNU during the year and the results speak for themselves.

The increase in Government's commitment to the education sector has seen an increase in enrolment at all FNU campuses, and courses. Increases in Government's grant in FNU in both Capital and Operational have seen the construction of more new facilities being started, a resurgence in repairs and maintenance, and the salaries of our academic staff being brought closer to others in our sector.

The success of trading companies are often measured by how much dividend they pay. For Universities, the measure is the quality of teaching, the numbers graduating and finding employment in their areas of study. Although no independent statistics can be quoted, indications are that FNU has been successful in all areas.

The FNU Council has continued to operate efficiently. Council Committees (Financial Resources Committee, Physical and Virtual Resources Committee, Human Resources Committee, Audit and Risk Committee and the National Training and Productivity Council Advisory Board) have met as necessary to provide useful reports and recommendations for Council to deliberate upon.

I would like to acknowledge all Council members, particularly the Council committee chairs, and thank them for the extra work they have put in. The Vice Chancellor and his team have worked well together to provide practical leadership.

FNU appreciates the support of our Minister, the Ministry staff and other stakeholders.


Ikbal Jannif
Chancellor



VICE CHANCELLOR'S FOREWORD

PROFESSOR NIGEL HEALEY

2017 was a year of rebuilding and focusing on the future for Fiji National University. In the second half of 2016, the University carried out a comprehensive Academic Portfolio Review to assess the quality of its undergraduate programmes in both technical and vocation education and training (TVET) and in higher education. This review judged each programme against nine quality indicators measuring student demand, student performance and satisfaction while studying at the University and graduate outcomes (employment rates and starting salaries) on completion. Colleges were required to develop quality action plans to revise any programmes that failed on one or more of the quality indicators.

During this exercise, and based on feedback from staff and students, the University decided to restructure its entire undergraduate portfolio during 2017, with three objectives:

- ◆ To ensure that each programme was revised to address any weaknesses identified in the 2016 Academic Portfolio Review;

- ◆ To semesterise the portfolio and rationalise the previous mix of trimesters, semesters and pensters (in the new semesterised structure, former penster programmes now operate on a 'quarter' system, where quarter 1 is the first half of semester 1, quarter 2 is the second half of semester 1 and so on); and
- ◆ To move to a common credit-based system, where all Certificate III courses are 10 credit points, Certificate IV and Diploma courses are 12 credit points and all bachelor's courses are 15 credit points.

This undergraduate curriculum reorganisation was a major exercise and involved almost every member of staff in the University, to a greater or lesser extent. We are confident that it allows us to go into 2018 with a refreshed curriculum, informed by international best practice and past experience, which better supports Fiji University University's aim of being the premier vocational university in the South Pacific.



As Fiji National University develops, the balance of provision is gradually shifting from TVET to higher education. The 2017 figures show that TVET enrolments declined slightly from 7,762 in 2016 to 6,474 in 2017, while bachelor's enrolments grew from 6,323 to 7,580 and postgraduate enrolments grew from 585 to 773 over the same period. This primarily reflects Fiji's continuing economic development. As in other rapidly growing countries, employment opportunities are expanding most quickly in the service and professional sectors, while productivity growth and automation are displacing jobs in the unskilled and semi-skilled sectors. Fiji National University, however, remains strongly committed to supporting the TVET sector and recognises that professions like construction, plumbing, carpentry and electrical engineering continue to be crucial to underpinning Fiji's continued economic development. Many of the new programmes developed in 2017 were concentrated in TVET engineering.

The University focused in 2017 on rebuilding student enrolments after the declines posted in 2015 and 2016. Following a concerted enrolment drive in late 2016, the number of students at Fiji National University increased from 25,958 in 2016 to 27,065 in 2017. This was a welcome rebound and an affirmation that the University was back on track. The number of equivalent full-time students (EFTS) enrolled in our five Colleges also increased from 8,393 in 2016 to 9,028 in 2017, an 8% increase.

In 2017, Fiji National University took steps to consolidate the merger of its six predecessor colleges in 2010. The former tertiary colleges each had a proud history – in the case of Fiji School of Medicine dating back to 1885 – which they brought into Fiji National University, along with their own identity, culture and organisational structure. The undergraduate curriculum reform was designed, in part, to harmonise programme structures around a common university model.

In early 2017, the University undertook a reorganisation of its Colleges, to move to a common structure of Schools (clusters of cognate departments with common teaching and research programmes) and Departments (discipline-based homes for academic staff). The new organisational structure replaced the previous historical mix of faculties, colleges, schools, departments and centres. At that same time, the University appointed new Heads of Schools and Heads of Departments on common, university-wide terms and conditions, to lead the new structure.

The core business of any university is teaching and research. Under the previous structure, each College managed its own teaching and research agenda, leading to a multitude of approaches. In 2017, the University appointed new Pro Vice Chancellors for Learning & Teaching (PVCL&T) and Research (PVCR). The new Pro Vice Chancellors were charged with leading the University's strategic development in these two core areas. To support them,

each College appointed an Associate Dean Learning and Teaching (ADL&T) and an Associate Dean Research (ADR). This facilitated the undergraduate curriculum reform and supported the development of a clear research strategy, which focuses the University's multidisciplinary research on Fiji's national priorities – notably, climate change and climate change adaptation, combatting non-communicable diseases, forecasting Fiji's national workforce needs and shifting Fiji's exports up the value chain.

In 2017, Fiji National University committed to a multi-million-dollar investment in its physical and virtual estate. With generous support from the Fiji Government, the University is engaged in building a state-of-the-art campus in Labasa, Vanua Levu, to support the Government's vision of taking economic development to the people of the Northern Division. The University is building a new combined animal hospital and medical laboratories at its Koronivia Campus to support the veterinary science programme, which will graduate its first trained veterinarians in 2019. The Fiji Maritime Academy, which trains the nation's captains, navigators and other seafarers, has a number of new buildings and specialist facilities underway. As well as new buildings, in 2017 the University spent over \$8m renovating many of its older buildings, including student hostels, to bring them up to 21st Century standards.

In the virtual environment, 2017 saw Fiji National University, again with financial support from the Fiji Government, complete negotiations to connect the University directly to AARNet, the Australian Academic Research Network. This is a submarine cable which links the Australian universities to the United States via the Southern Cross cable and has a landing station in Suva.

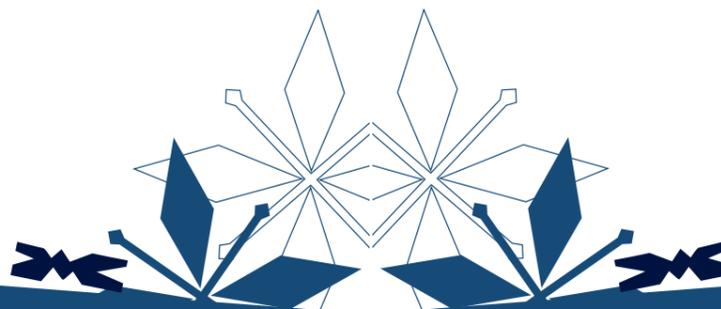
By connecting to the landing station, Fiji National University will enjoy high-speed broadband across its campuses, as well as access to a range of teaching and research software tools. Connecting to AARNet is the first stage in a digital strategy that will see the University develop its blended learning provision, to extend access to tertiary education to remote areas of Fiji.

Fiji National University is the country's only comprehensive, government-funded university. We are proudly a dual sector university, committed to both TVET and higher education, with the goal of underpinning Fiji's economic and social development by providing a highly-skilled labour force. In 2017, Fiji National University took a major step towards fulfilling this vision.

Vinaka vakalevu.



Professor Nigel Healey
Vice Chancellor



UNIVERSITY GOVERNANCE



Management and Structure

FNU was established in 2009, under the Fiji National University Decree No. 39 of 2009.

University Council - Under the Decree, the Fiji National University Council is the University's governing body and has overall responsibility for the University's sound and effective governance. The Council approves the University's strategic direction; monitors the University's progress, using agreed performance indicators; and

approves the University's budget, its policies, and delegations of authority. The Council also reviews its own performance and the performance of its committees.

2017 FNU Council Members

Enabling Legislation: The Fiji National University is constituted under the Fiji National University Decree No. 39 of 2009 as a corporate body and has a common seal.

Name	Position	Term	Designation (Representing Body)
Mr. Ikbal Jannif	Official Member & Chancellor / Chair / Chair LPC	Appointed Chair of Council – 21/04/15. Term ends – 21/04/18	Appointed by the Minister for Education, Heritage & Arts and National Archives
Prof. Nigel Healey	Official Member / Vice Chancellor	Appointed 1/08/16	Fiji National University
Mr. Iowane Tiko	Official Member / PS for Education	Appointed 1/01/16	Ministry of Education, Fiji
Mr. Uday Sen	Appointed Member / Deputy Chair / Chair FRC	Appointed 01/01/17 – 31/12/17	Fiji Institute of Accountants
Mr. Nesbitt Hazelman	Appointed Member / Chair NTPCAB	Appointed 01/01/17 – 31/12/17	Fiji Commerce and Employers Federation
Mrs. Silina Waqa Ledua	Appointed Member / Chair HRC	Appointed 01/01/17 – 31/12/17	Fiji Nurses Council
Mr. Robinson Prasad	Appointed Member / Chair Audit & Risk	Appointed 01/01/17 – 31/12/17	Fiji Law Society
Mr. Rajeshwar Singh	Appointed Member	Appointed 01/01/17 – 31/12/17	Trade Unions Confederation
Mr. Kamlesh Prasad	Appointed Member	Appointed 01/01/17 – 31/12/17	Fiji Principals Association
Mr. Solomon Nata	Appointed Member	Appointed 01/01/17 – 31/12/17	Fiji Institute of Valuation and Estate Management
Mr. Warren Yee	Appointed Member / Chair PRC	Appointed 01/01/17 – 31/12/17	Fiji Institution of Engineers
Prof. Ram Karan	Elected Member – Deans Rep.	Appointed 06/02/17 – 31/12/17	Fiji National University
Prof. Anand Tyagi	Elected Member – Professorial Rep.	Appointed 06/02/17 – 31/12/17	Fiji National University
Prof. Rajendra Prasad	Elected Member– Professorial Rep.	Appointed 06/02/17 – 31/12/17	Fiji National University
Mr. Ledua Tamani	Elected Member – Non-Professorial Rep.	Appointed 20/02/17 – 31/12/17	Fiji National University
Dr. Maheswara Valluri	Elected Member– Non-Professorial Rep.	Appointed 20/02/17 – 31/12/17	Fiji National University
Mr. Ketan Lal	Elected Student Rep.	Appointed 06/02/17 – 31/12/17	Fiji National University
Mr. Avish Deo	Elected Student Rep.	Appointed 06/02/17 – 31/10/17	Fiji National University
Mr. Shanal Kumar	Elected Student Rep.	Appointed 01/11/17 – 31/12/17	Fiji National University

Functions

The Fiji National University Decree provides the functions of the council, including the specific provisions as follows:

- ♦ to provide for, and encourage the creation, advancement and dissemination of knowledge,

through scholarship, research and teaching to the standards acceptable by the Council;

- ♦ to provide courses of study or instruction, at the levels of achievement the Council considers appropriate, to meet the needs of the community, including technical and vocational education and training;

- ♦ to confer higher education awards as determined by the Council;
- ♦ to participate in community discourse through the application of knowledge generated and advanced at the University to society, industry, and government in an environment where the rights of all are respected; and
- ♦ to perform other functions given to the University under this Decree or under another Decree, or as determined by the Council.

administrative resources) across its Campuses and Centres. Academic units, including Schools and Departments, are organised into six Colleges: Agriculture, Fisheries & Forestry; Business, Hospitality & Tourism Studies; Engineering, Science & Technology; Humanities & Education; Medicine, Nursing & Health Sciences; and the National Training & Productivity Centre.

These Colleges facilitate teaching, research and service activities across Campuses and Centres. The main administrative Support Services—such as student administration, finance, human resource management, information technology and facilities, are located at Nasinu Campus.

This structure supports consistent service levels, efficient resource use, and access to professional support and specialist expertise for all areas. FNU's approach is to embed quality in all of its processes to achieve excellent outcomes.

The culture is one of innovation and responsiveness, of review and improvement. Responsibility for quality is explicitly assigned to line managers, particularly the College Deans, Directors, and Heads of Schools and Departments in consultation with key committees.

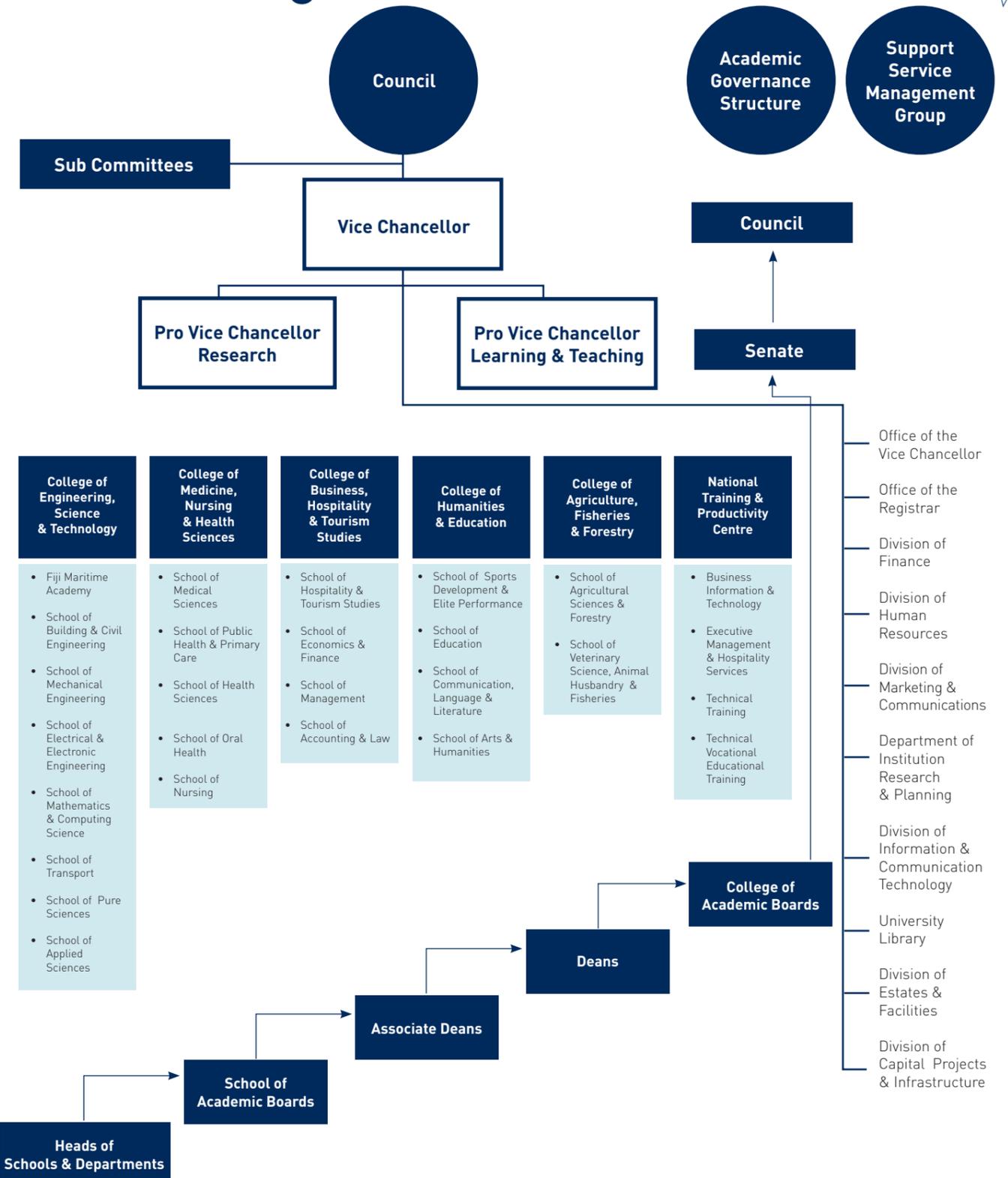
University Management

The Vice Chancellor is the chief executive officer of the University and is responsible for the overall direction of corporate planning, budget activities and external relations. Under the Council, the Vice Chancellor manages and supervises the administrative, financial and other activities of the University.

Through its organisational and management structure, FNU fosters coherence and co-operation across the University in its teaching, research and service, and, promotes the efficient and effective deployment of resources (including



FNU Organisation Structure



2017 SENIOR MANAGEMENT GROUP



SENIOR MANAGEMENT GROUP



PROF. NIGEL HEALEY
Vice Chancellor



DR ECI NABALARUA
Pro Vice Chancellor
(Learning & Teaching)
Dean College of
Humanities and Education



PROF. NII-K PLANGE
Pro Vice Chancellor
(Research)



PROF. RAM KARAN
Dean College of
Business, Hospitality
and Tourism Studies



DR. WILLIAM MAY
Dean College of
Medicine, Nursing
and Health Sciences



PROF. JOHN CHELLIAH
Acting Dean College of
Agriculture, Fisheries
and Forestry
Acting Director Human
Resources



SALABOGI MAVO
Acting Dean College of
Engineering, Science and
Technology



DR. ISIMELI TAGIAKIVERATA
Director National
Training and
Productivity Centre



ANUJ CHANDRA
Director Information
and Communication
Technology



JENIES MUDILIAR
Director
Marketing and
Communications



SARITA HARISH
Registrar



NIRANJWAN CHETTIAR
Director
Capital Projects and
Infrastructure



TAVENISA TOFINGA
Acting Director
Finance

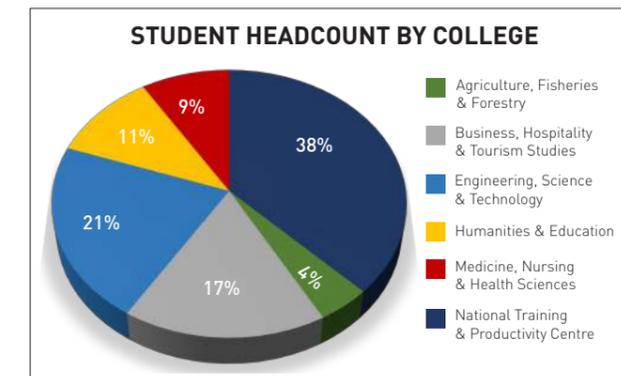
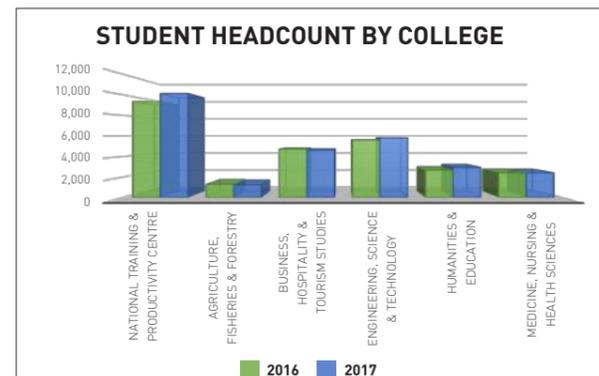


SHALENDRA GOUNDEN
Director
Estates and Facilities

UNIVERSITY STATISTICS

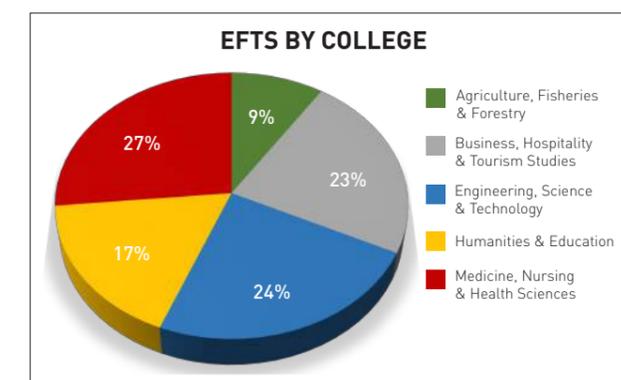
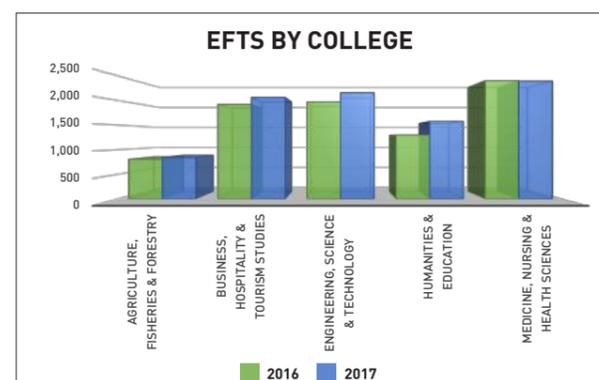
STUDENT HEADCOUNT BY COLLEGE

College	2016	2017
National Training & Productivity Centre	9,363	10,148
Agriculture, Fisheries & Forestry	1,252	1,196
Business, Hospitality & Tourism Studies	4,703	4,602
Engineering, Science & Technology	5,589	5,814
Humanities & Education	2,650	2,911
Medicine, Nursing & Health Sciences	2,401	2,394
Total	25,958	27,065



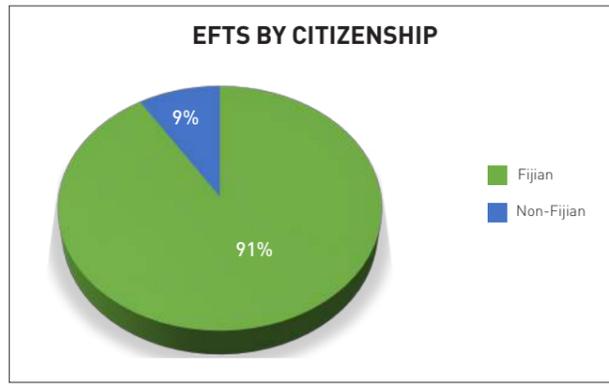
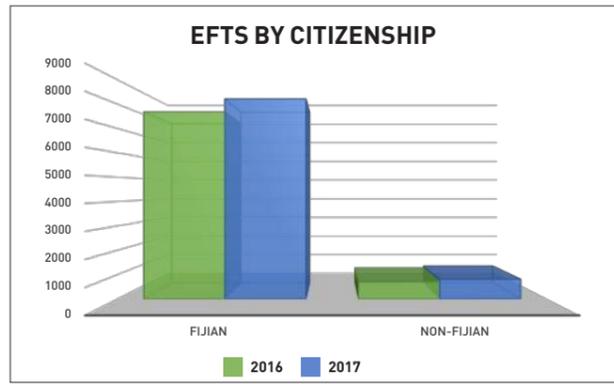
EQUIVALENT FULL TIME STUDENTS (EFTS) BY COLLEGE

College	2016	2017
Agriculture, Fisheries & Forestry	804	840
Business, Hospitality & Tourism Studies	1,921	2,064
Engineering, Science & Technology	1,970	2,157
Humanities & Education	1,297	1,573
Medicine, Nursing & Health Sciences	2,401	2,394
Total	8,393	9,028



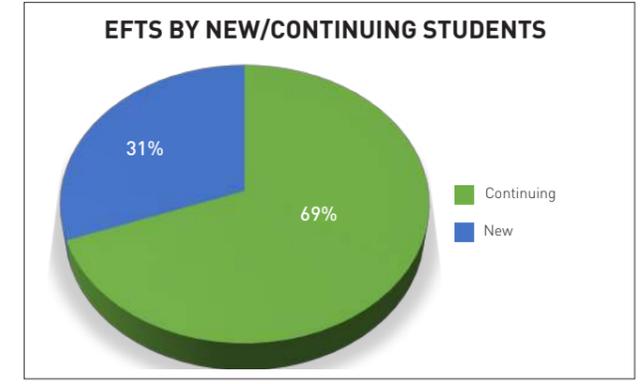
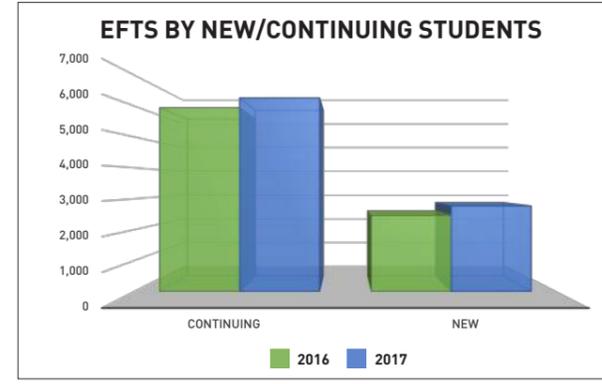
EFTS BY CITIZENSHIP

Citizenship	2016	2017
Fijian	7,683	8,219
Non-Fijian	710	810
Total	8,393	9,028



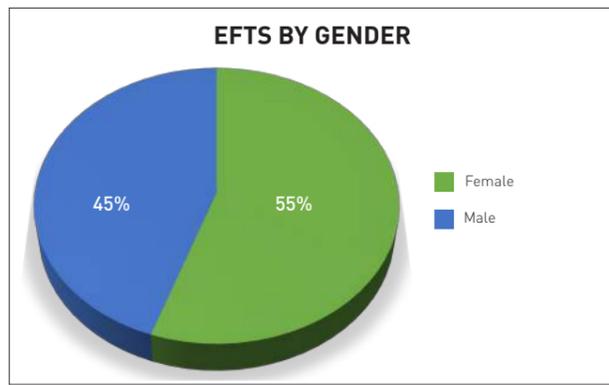
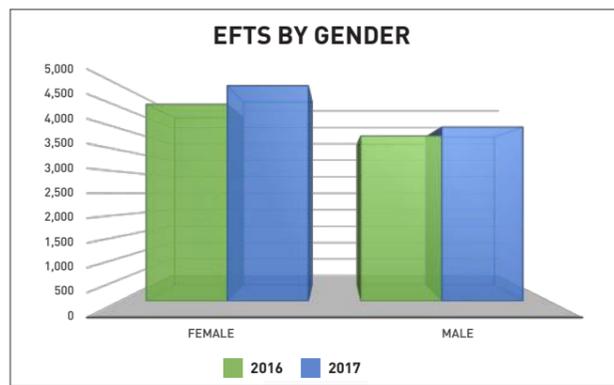
EFTS BY NEW/CONTINUING STUDENTS

Status	2016	2017
Continuing	5,936	6,260
New	2,457	2,768
Total	8,393	9,028



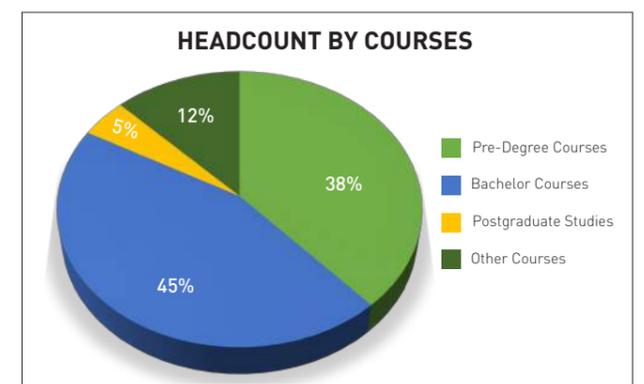
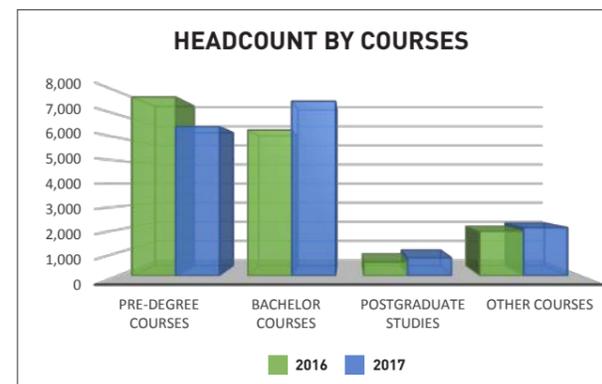
EFTS BY GENDER

Gender	2016	2017
Female	4,563	4,994
Male	3,830	4,034
Total	8,393	9,028



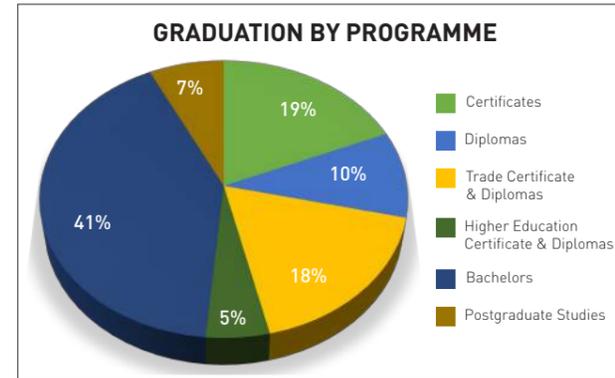
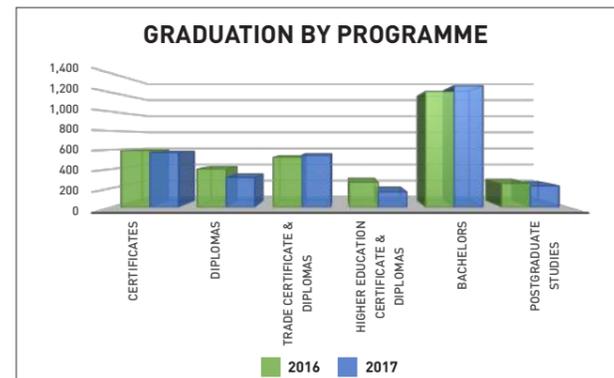
HEADCOUNT BY COURSES

Course Level	2016	2017
Pre-Degree Courses	7,762	6,474
Bachelor Courses	6,323	7,580
Postgraduate Studies	585	773
Other Courses	1,925	2,090
Total	16,595	16,917



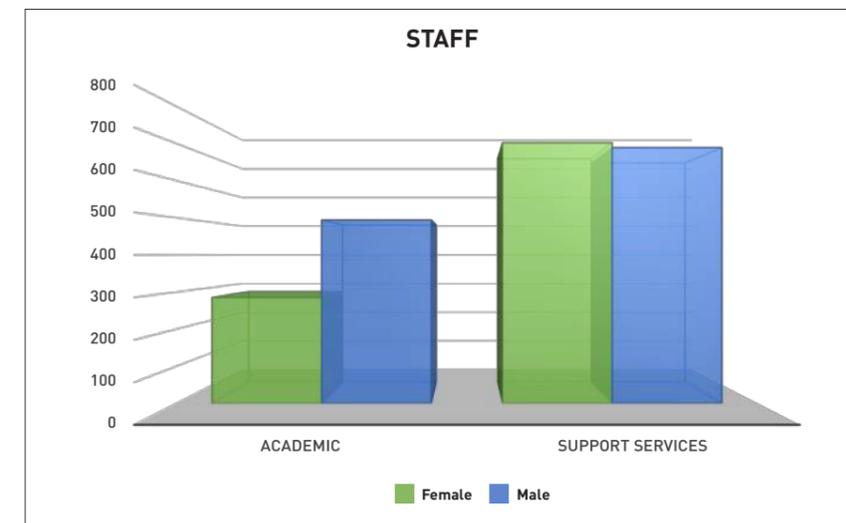
GRADUATION BY PROGRAMME

Programme	2016	2017
Certificates	594	572
Diplomas	398	310
Trade Certificate & Diplomas	522	544
Higher Education Certificate & Diplomas	260	157
Bachelors	1,211	1,273
Postgraduate Studies	248	222
Total	3,233	3,078



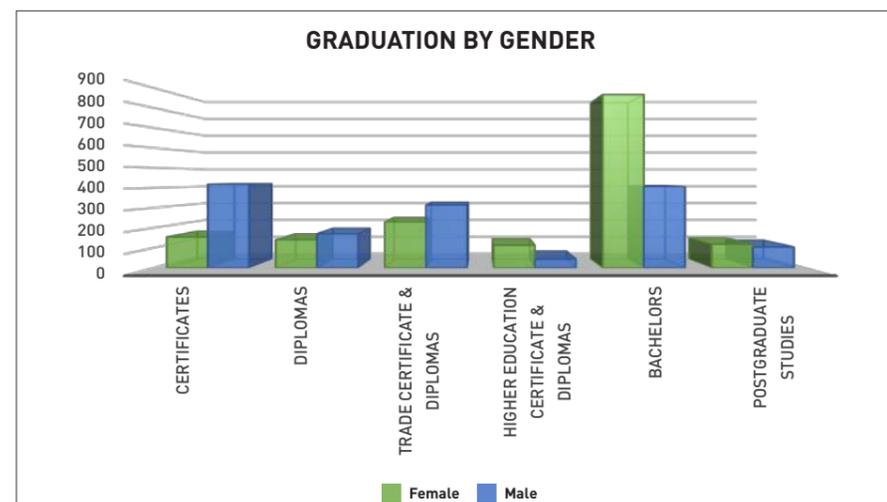
STAFF

Staff Classification	2016		2017	
	Female	Male	Female	Male
Academic	304	558	285	494
Support Services	712	715	702	689
Total	1,016	1,273	987	1,183



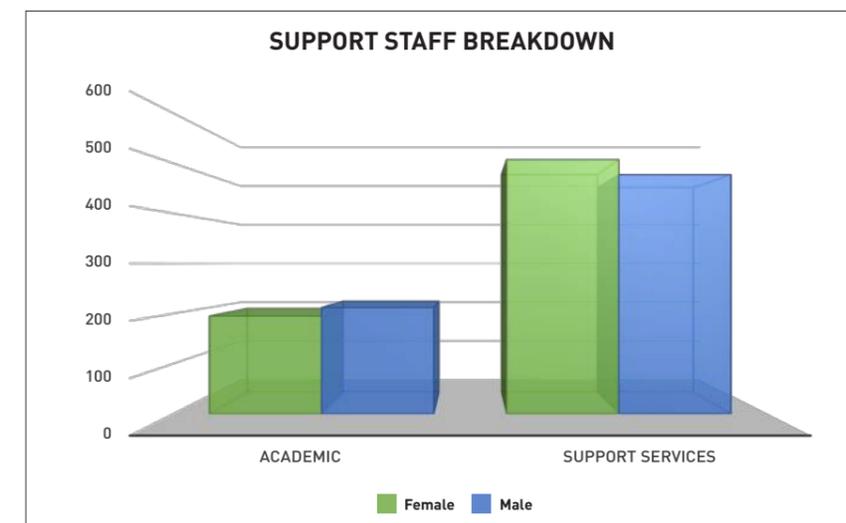
GRADUATION BY GENDER

Programme	2016		2017	
	Female	Male	Female	Male
Certificates	192	402	154	418
Diplomas	178	220	140	170
Trade Certificate & Diplomas	194	328	230	314
Higher Education Certificate & Diplomas	137	123	113	44
Bachelors	786	425	866	407
Postgraduate Studies	142	106	118	104
Total	1,629	1,604	1,621	1,457



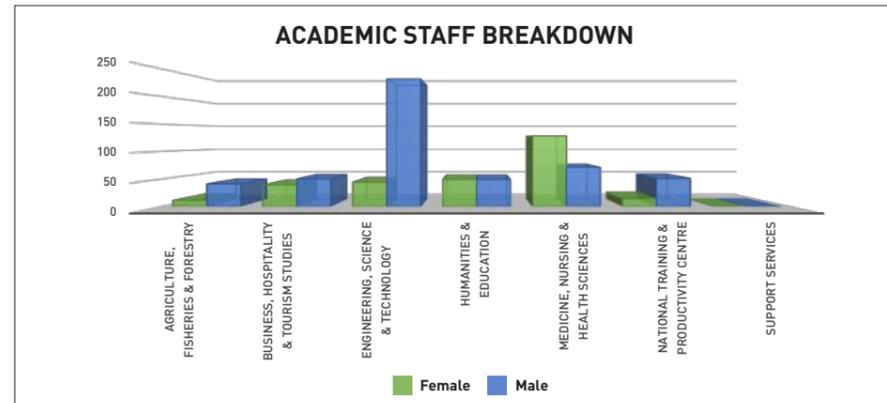
SUPPORT STAFF BREAKDOWN

Support Staff Breakdown	2016		2017	
	Female	Male	Female	Male
Academic	195	165	195	212
Support Services	517	550	507	477
Total	712	715	702	689



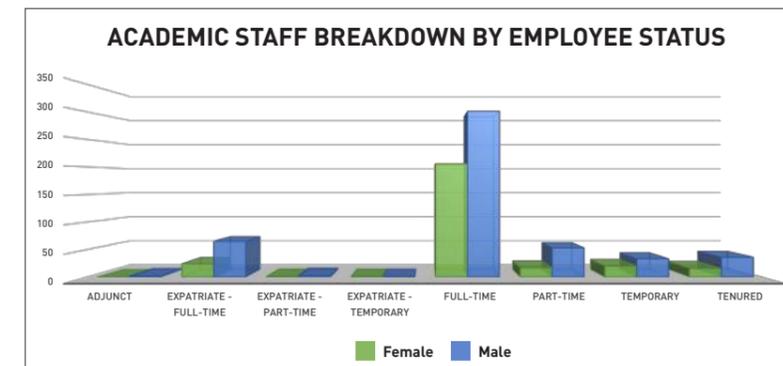
ACADEMIC STAFF BREAKDOWN

Colleges	2016		2017	
	Female	Male	Female	Male
Academic Staff				
Agriculture, Fisheries & Forestry	10	38	11	41
Business, Hospitality & Tourism Studies	40	58	39	50
Engineering, Science & Technology	38	220	44	232
Humanities & Education	49	51	49	49
Medicine, Nursing & Health Sciences	125	70	128	71
National Training & Productivity Centre	32	105	14	51
Support Services	10	16	0	0
Total	304	558	285	494



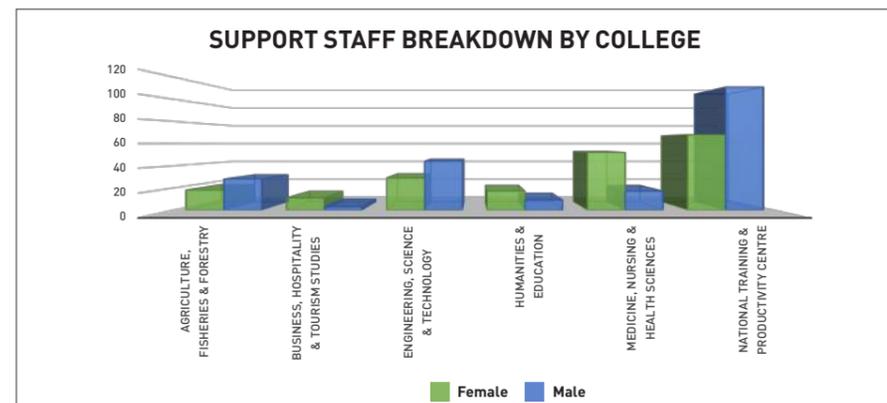
ACADEMIC STAFF BREAKDOWN BY EMPLOYEE STATUS

Colleges	2016		2017	
	Female	Male	Female	Male
Academic Staff				
Adjunct	0	1	0	2
Expatriate - Full-Time	27	76	24	65
Expatriate - Part-Time	1	2	1	3
Expatriate - Temporary	4	1	1	1
Full-Time	197	287	206	301
Part-Time	40	86	17	53
Temporary	16	50	20	33
Tenured	19	55	16	36
Total	304	558	285	494



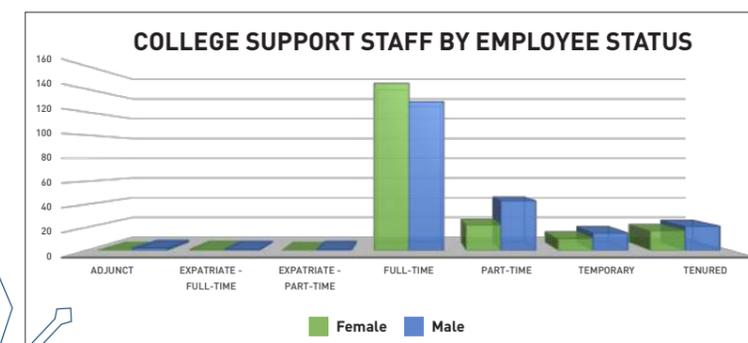
SUPPORT STAFF BREAKDOWN BY COLLEGE

Colleges	2016		2017	
	Female	Male	Female	Male
Support Staff				
Agriculture, Fisheries & Forestry	21	33	18	28
Business, Hospitality & Tourism Studies	12	4	11	3
Engineering, Science & Technology	35	55	29	44
Humanities & Education	22	10	17	9
Medicine, Nursing & Health Sciences	56	17	52	17
National Training & Productivity Centre	49	46	68	111
Total	195	165	195	212



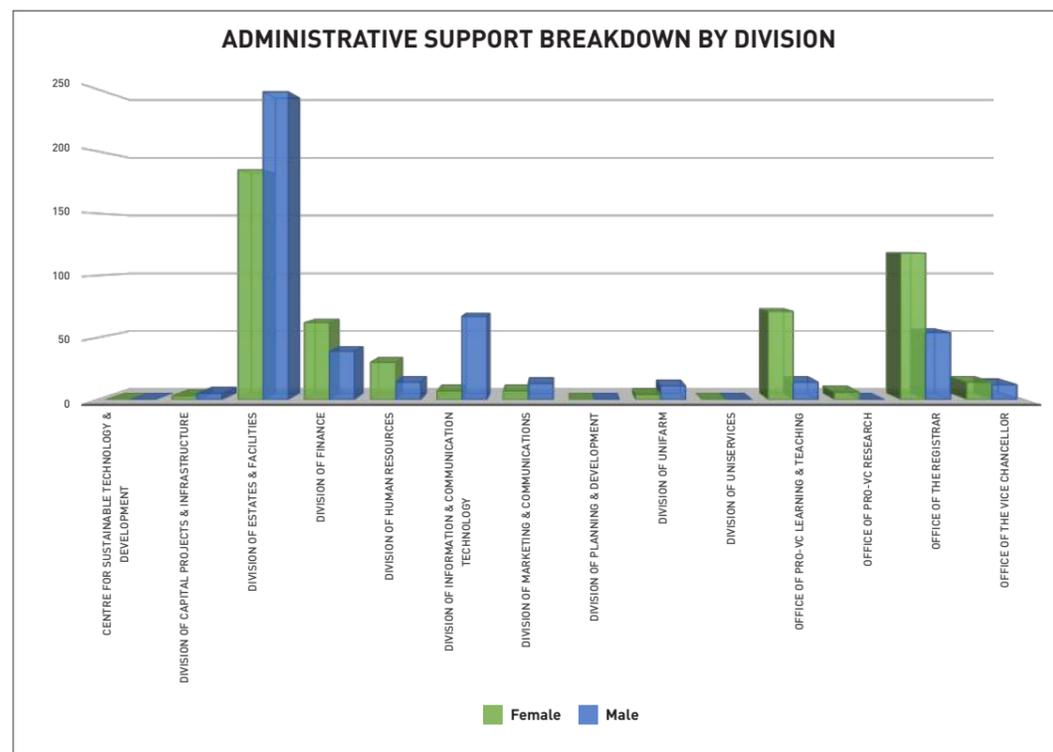
COLLEGE SUPPORT STAFF BY EMPLOYEE STATUS

Colleges	2016		2017	
	Female	Male	Female	Male
Support Staff				
Adjunct	0	1	0	2
Expatriate - Full-Time	1	0	1	1
Expatriate - Part-Time	0	0	0	1
Full-Time	152	116	145	129
Part-Time	5	22	22	43
Temporary	19	17	10	15
Tenured	18	9	17	21
Total	195	165	195	212



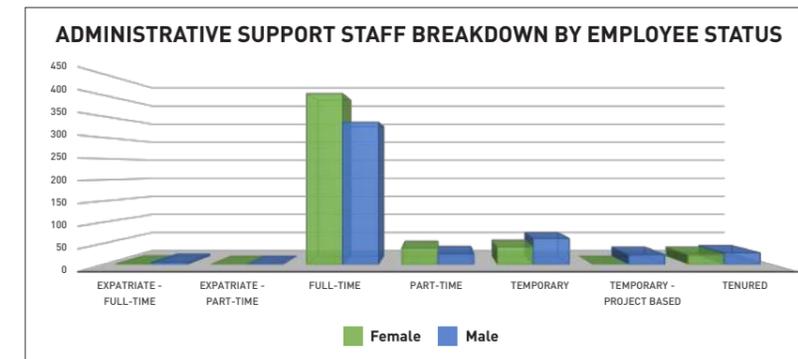
ADMINISTRATIVE SUPPORT BREAKDOWN BY DIVISION

Administrative Support Staff	2016		2017	
	Female	Male	Female	Male
Centre for Sustainable Technology & Development	1	3	0	0
Division of Capital Projects & Infrastructure	0	0	3	5
Division of Estates & Facilities	57	162	185	248
Division of Finance	63	49	62	39
Division of Human Resources	28	20	30	14
Division of Information & Communication Technology	5	76	7	67
Division of Marketing & Communications	0	0	7	13
Division of Planning & Development	12	10	0	0
Division of UniFarm	4	18	4	11
Division of UniServices	141	128	0	0
Office of Pro-VC Learning & Teaching	0	0	71	14
Office of Pro-VC Research	0	0	6	0
Office of the Registrar	180	57	118	54
Office of the Vice Chancellor	26	27	14	12
Total	517	550	507	477



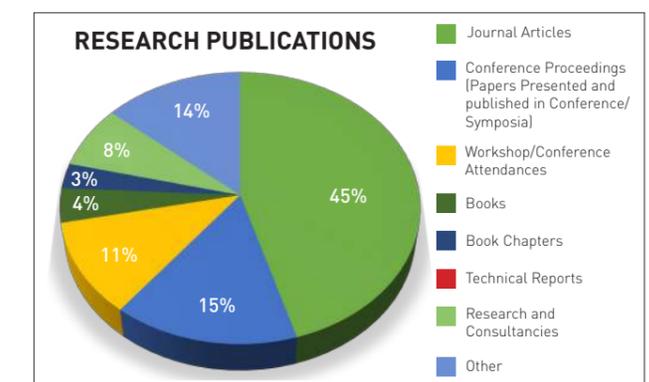
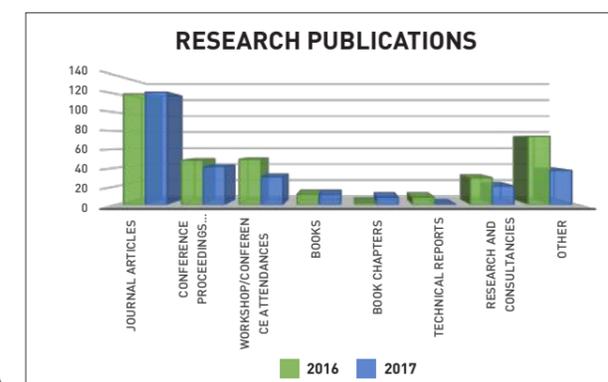
ADMINISTRATIVE SUPPORT STAFF BREAKDOWN BY EMPLOYEE STATUS

Administrative Support Staff	2016		2017	
	Female	Male	Female	Male
Expatriate - Full-Time	2	7	1	5
Expatriate - Part-Time	1	0	0	0
Full-Time	384	362	404	336
Part-Time	43	28	38	25
Temporary	59	82	41	61
Temporary - Project Based	3	41	0	23
Tenured	25	30	23	27
Total	517	550	507	477

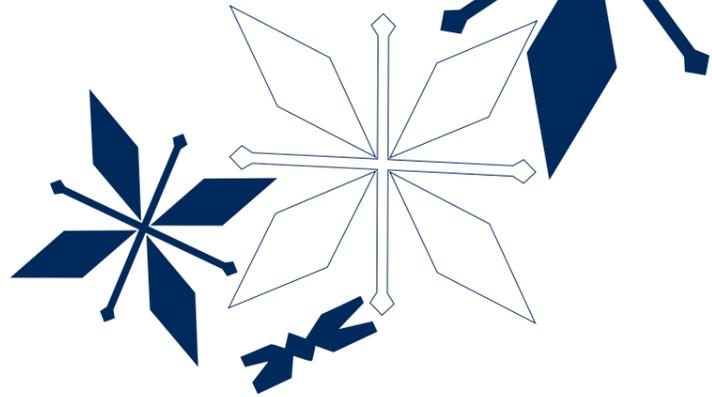


RESEARCH PUBLICATIONS

Research and Publications	2016	2017
Journal Articles	120	122
Conference Proceeding (Papers Presented and published in Conference/ Symposia)	48	41
Workshop/Conference Attendances	49	30
Books	11	11
Book Chapters	2	8
Technical Report	8	0
Research and Consultancy	29	20
Other	74	37
Total	341	269

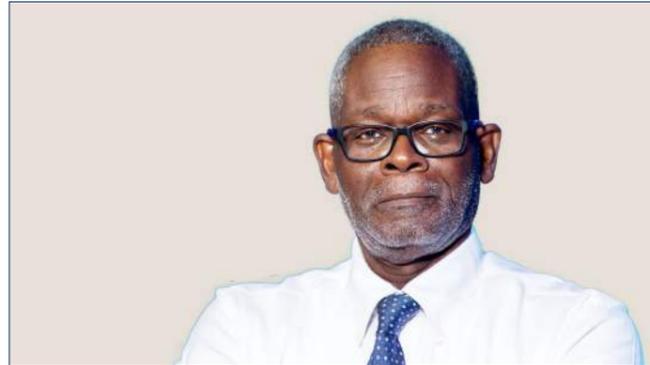


HIGHLIGHTS OF 2017



Professor Nii-K Plange appointed as Pro-Vice Chancellor Research

Senior Academic Professor Nii-K Plange was appointed as the Pro-Vice Chancellor Research (PVC-R) in mid-January. Prof Plange, a social scientist by training prior to his new appointment, was a Professor of Interdisciplinary Studies and Research at the Fiji National University where he coordinated a postgraduate programme in social policy in the College of Humanities and Education (CHE). He was formerly the UNAIDS Country Director in Papua New Guinea and Senior Programme Adviser in Geneva. He has also worked for AusAid, now DFAT, as a Policy Adviser.



Dr. Nabalarua takes on the Pro-Vice Chancellor Learning and Teaching role

Doctor Eci Nabalarua, the Dean of the College of Humanities and Education (CHE) was appointed to the role of Pro-Vice Chancellor Learning and Teaching towards the end of January. This role plays a critical role in driving forward both the University's quality enhancement, as well as curriculum development and reform. A key task was to provide leadership and guidance to Colleges in the restructure of undergraduate programmes and move from the trimester to semester mode of delivery. Dr Nabalarua was the Director of Development Studies at the University of Waikato from 2001 to 2005. Prior to joining FNU, she was the Pro Vice Chancellor Learning and Teaching at USP for four years where she led the first External Academic Quality Audit for the institution.



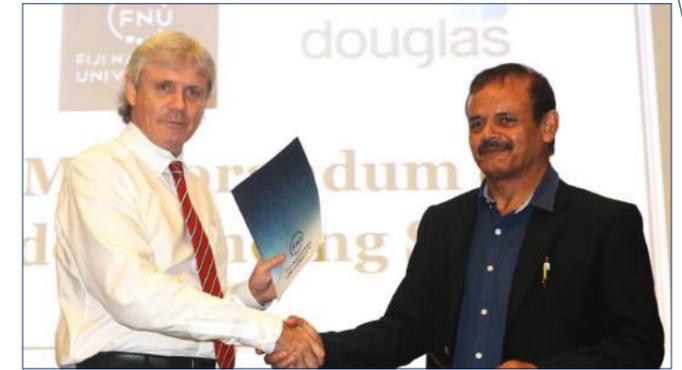
Annual Sports Day

More than one thousand staff from campuses across Fiji gathered at Nasinu Campus to mark the FNU Annual Sports Day. The event coincided with the National Sports and Wellness public holiday. A wide range of sports and fun activities including Darts, Touch Rugby, Soccer, Volleyball, Carrom Board, Table-tennis, Netball and Cards was organised by the Sports Committee. The theme for the event was 'Promoting Physical Activity for Health & Fitness'.



FNU signs MoU with Douglas Pharmaceuticals

In February, the Fiji National University signed a Memorandum of Understanding (MoU) with New Zealand company, Douglas Pharmaceutical Fiji Limited (DPL), to offer a Certificate IV Manufacturing Engineering programme. The programme is offered through the College of Engineering, Science and Technology (CEST). The MoU was signed by Vice Chancellor, Professor Nigel Healey and DPL General Manager, Firoz Ghazali in presence of Minister for Industry, Trade, Tourism, Lands and Mineral Resources, Honourable Faiyaz Koya. Through the partnership, Douglas Pharmaceutical and FNU will work together to develop training programmes in pharmaceutical manufacturing engineering and other related areas.



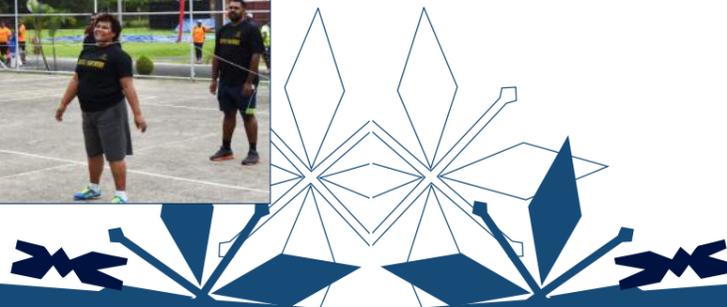
Orientation week

The Fiji National University Campuses was abuzz with excitement as students commenced the new school year. The Academic office scheduled an Orientation week for all new students to familiarise themselves with the facilities, lecture rooms and the surroundings. Vice Chancellor Professor Nigel Healey, in his message to students, stated that in a world where digital information is freely available on a smartphone and computerisation and automation are replacing unskilled manual work, today's employers are looking for young people with skills and expertise. As Fiji's national university its role is to equip students to compete and succeed in the changing job market.



Students celebrate a decade of volunteering

Students from the College of Medicine, Nursing and Health Sciences (CMNHS) completed ten years of medical volunteer program known as the Fiji Village Project (FVP). The Project involves students from CMNHS, Australia and New Zealand providing volunteer assistance during their holidays with support from Rotary Club and the Colonial War Memorial Hospital (CWMH). The main aim of FVP is to provide remote villages with essential clean drinking water, and in the process put clinical knowledge into practice. The team conducts health awareness programs on Non-Communicable Diseases (NCDs), Communicable Diseases [CDs] and Sexual and Reproductive Health while the dental team conducts screenings and extraction or filling, while other specialist teams carry-out pap smears and circumcision.



Family Fun Day strengthens team bonding

Toddlers, youngsters, spouses and parents of staff gathered at My Suva Park to participate in the 2017 FNU Family Fun Day on Saturday 9 December. Despite the wet Suva weather, a good crowd braved the elements to participate in a range of fun activities organised by the Division of Human Resources. The role of families was acknowledged for their indirect contribution towards the growth and development of the university. The Fun Day theme was **'Together Everyone Achieves More'** and commenced with an early morning walk from the Suva Bowling Club to the My Suva Park. A team from the Wellness Department conducted health checks for participants and also offered advice on Wellness activities, balanced diet and living a healthy life-style.



FNU engages with Timor-Leste Health Ministry

The College of Medicine, Nursing and Health Sciences (CMNHS) will provide training to medical students in Timor-Leste following the signing of Memorandum of Agreement (MOA) between the Fiji National University and the Ministry of Health of the Democratic Republic of Timor-Leste (MoH RDTL). The partnership reaffirms the FNU's commitment to engaging with international institutions to share knowledge and expertise which will benefit both staff and students. The University will undertake a number of activities including educational training, promote education to medical staff, direct delivery and franchise its courses in Timor-Leste.



Approval granted for new programmes

The Fiji Higher Education Commission (FHEC) approved all the remaining new programmes that were developed for the 2018 entry (50 in total). As part of the restructuring of the University's undergraduate degrees, diplomas and certificates into semester/quarter based courses, some colleges took the opportunity to develop brand new programmes in response to the market demand. Most of these were in Engineering, since the national budget announced that Year 12 students and graduate from the Technical College of Fiji would be eligible – for the first time – for TELS loans if they moved onto Certificate III or Diplomas at the College of Engineering, Science and Technology (CEST). The College representatives worked hard under considerable time pressure to develop a range of new programmes to provide these new pathways to FHEC for its approval in time for the commencement of the 2018 enrolment drive.



Community Expo promotes Education

Fiji National University teamed up with global hotel chain Warwick Hotel and Resorts to promote study programmes to the residents in Sigatoka. The resort management organised the inaugural **'Make It Count Expo'** which enabled prospective students to interact with academic experts and receive professional guidance on study programmes, enrolment procedures and processes. The FNU team comprised of reps from all five Colleges and the National Training and Productivity Centre (NTPC). Strong support from community leaders encouraged more women and youths to seek academic counseling. The Minister for Youth and Sports, Honourable Laisenia Tuitubou opened the event.



University marks World Press Freedom Day

The World Press Freedom Day was organised by the FNU's Department of Media, Journalism & Public relations at Nasinu Campus in May. Speaking at the event, Acting Prime Minister, Honourable Aiyaz Sayed-Khaiyum said journalists need to establish the ability to execute critical thinking; intellectual input and carry out actual analysis of news and current affairs events. The program was organised around the theme **'Critical Mind for Critical Times – Media's role in advancing peaceful, just and inclusive societies'**. The event was attended by journalists from the main stream media, students, academics and invited guests.



Queen Elizabeth views Fijian canoe made by FNU academic

Senior academic, Joji Misaele Marau could not have felt more proud when the traditional Fijian double hulled sailing canoe which he worked on was closely inspected by Her Majesty, Queen Elizabeth II during the **'Fiji: Art & Life in the Pacific'** Exhibition at the Sainsbury Centre for Visual Arts in Norwich, London. The traditional canoe named **'Adi Eta'** was also part of the Queens 90th Birthday Celebration in Windsor Castle held in 2016. Marau was part of the Fiji delegation that went to England for the celebrations and was also invited for tea with Queen Elizabeth with a few members from the Royal Fiji Military Forces (RFMF). Marau, the Head of Department for Mechanical Engineering (Higher Education) at the College of Engineering, Science and Technology (CEST) said it was a delight to receive recognition on the international stage. The canoe was the biggest artifact on display at the international exhibition.



Budget Consultations

Staff and students had the opportunity to listen to and raise concerns with the Attorney General and Minister for Economy, Honourable Aiyaz Sayed-Khaiyum during the 2017 – 2018 National Budget Consultations held at Natabua Campus (Lautoka), Derrick Campus (Samabula) and Nasinu Campus. Some of the issues discussed during the consultations centered on scholarships and allowances for students, employability, government grant to FNU and its utilisation, development of FNU campuses and facilities.



Scholarships empower students

Seven first year students were lucky recipients of the inaugural Fiji National University Vice Chancellor's Scholarship Award which recognises and supports nurturing of future leaders. The successful candidates were selected based on a mixture of academic excellence, passion about what they intend to study and the difference they are making in their communities. Under the four-year scholarship scheme students received \$5,000.00 cash which is paid in five installments over each academic year. Vice Chancellor, Professor Nigel Healey said through the scholarships FNU was trying to support the learning of students who were going to make a real difference in their communities after graduation.



Open Day attracts more than 9,000 students to University

The annual University Open Days are a popular attraction to hundreds of students and members of the public seeking information on study programmes being offered and the various prospective career paths that are available upon the successful completion of these courses. The event was hosted at the Natabua Campus in Lautoka for the schools in the Western division, Nasinu Campus for schools in the Central and Eastern divisions and at Katonivere grounds in Labasa for schools from the Northern division. In total more than 100 schools visited the FNU Open Day across Fiji. Prospective students had an opportunity to view displays setup by FNU students, collect information materials regarding programmes and career paths, explore campus facilities and experience life at the University. Feedback received from schools and participants remained positive. The success of this event has a strong link to the University enrolment drive at this held at the beginning of each New Year.



FNUSA Induction Day

It is important for the University to work with elected representatives of the student body in order to achieve the ambitions the University has for its students. Speaking at the Fiji National University Student Association's (FNUSA) inaugural Induction Day Vice Chancellor Professor Healey said it was crucial that the University's management works in partnership with the legitimately elected representatives of FNUSA to make properly informed decisions. Members of the University's Senior Management Group (SMG) and the FNUSA Council attended this key engagement, which focused on the workings of the University and how the FNUSA can engage to enhance mutual interest and benefit.



NTPC partners with Goodman Fielder

Two students from the National Training & Productivity Centre (NTPC) were engaged as apprentices with the Goodman Fielder Group of Companies. The NTPC through its National Apprenticeship Training Scheme signed an apprenticeship training agreement with the multinational company. The students were enrolled in the Trade of Air-Con and Refrigeration, and Welding and Fabrication programmes. Acting Director NTPC, Peni Taii said the agreement strengthened its partnership and enabled apprentices to undertake a world class working experience. Goodman Fielder's General Manager, Chris Zaayman commended NTPC adding they were keen to sign on more students in various trades.



FMF takes 5 apprenticeship students

Five students signed a four-year contract with Flour Mills of Fiji (FMF) under the National Apprenticeship Training Scheme. The students are enrolled in the programmes of Trades Electrical Engineering and Plant Maintenance. Director NTPC Dr Isimeli Tagicakiverata said the agreement would open up opportunities for many other partnerships between NTPC and the industry. Dr Tagicakiverata said the tripartite agreement was between the organisation, the NTPC and the apprentice. There were more than 50 organisations who are currently training apprentices in Fiji.



FNU and PIRF sign new partnership

The Fiji National University formalised a partnership with the Pacific Islands Rainforest Foundation (PIRF) for collaboration in the areas of academic and educational activities including practical attachments for students. Acting Dean College of Agriculture, Fisheries and Forestry (CAFF), Professor John Chelliah acknowledged the Foundation's contribution in assisting the University foster key objectives of providing the best and holistic education and training to students. PIRF Chairman, Mr Philip Gerlach commended CAFF for offering forestry programmes and producing high calibre graduates in the specialised fields.



International Women's Day Celebration

The Fiji National University marked International Women's Day at its campuses in Central, Northern and Western divisions. Vice Chancellor Professor Nigel Healey in his message stated the importance to increase the level of women representation in all sectors across the globe and assisting in their advancement. Sections across the University marked this important day with discussions on topics affecting women and children, gender equality, discrimination while some hosted morning tea, lunch or afternoon tea for all female staff.



FNU undertakes commitment to combat Cancer

Vice Chancellor Professor Nigel Healey said more was needed to be done rather than just marking Pinktober celebrations across the University. While speaking at the event at the College of Medicine, Nursing and Health Sciences (CMNHS), he made three commitments towards battling this killer disease. The first is an annual University Breast Cancer Screening Week, where there will be set-up of screening facilities on every campus so that all female staff can take the opportunity of a breast examination during working hours. The second is a University Staff Wellness Week, where a medical camp will be run on each campus so staff can have free medical examination, testing for the precursors of diabetes and heart disease like blood sugar levels, body mass index (BMI) and blood pressure. The third commitment is to look at the feasibility of introducing a comprehensive staff medical insurance scheme.



FNU partners with Indonesia Universities

Two Indonesian universities, Universitas Padjadjaran and Parahyangan Catholic University formalised their intentions of collaborations with the Fiji National University. With the objective to strengthen academic and research collaboration, a delegation from the Universitas Padjadjaran met with College of Agriculture, Fisheries and Forestry (CAFF) representatives to discuss areas of partnership. This partnership serves as the initial step with a view to establishing a formal cooperation by signing a Memorandum of Understanding (MoU).



Better Business Conference (BBC) attracts good turn-out

More than 300 guests attended the 7th Better Business Conference (BBC) organised by Fiji National University's National Training and Productivity Centre at the Holiday Inn, Suva. Chief Guest, FNU Chancellor and Chair Mr Ikbal Jannif told delegates about the importance of incorporating productivity and quality in all aspects of business operations. The BBC provides a platform for Business Leaders and Excellence Practitioners to share their knowledge and experience on their journey towards continuous improvement and business excellence. The theme of the event was 'Raising Productivity for Sustainability'.



Students impressed during Engineering, Science and Technology Exhibition (ESTE)

The College of Engineering, Science and Technology (CEST) organised a two-day exhibition in mid-September to showcase the programmes it offers. The objective of the Exhibition was to assist students make better informed decisions when choosing subject combinations to pursue study programmes that will lead to their desired future career paths. The event was hosted at Derrick Campus, Samabula and Ba Campus. A good number of schools attended the event which is strongly becoming a look forward to by students that take Science and Technical subject combinations in secondary school. CEST also developed a range of new Certificate III and IV programmes (for TCF graduates) and new 360 credit point Level 6 Diplomas, aimed at Year 12 leavers to seamlessly enrol at the University.



VC Healey urges delegates to prepare for a new Education Era

The educational landscape has changed beyond recognition and there's an urgent need to ensure the Fijian education system aligns itself accordingly to ensure it remains abreast to the demands of the 21st century. Speaking at the 2017 Education Forum, Vice Chancellor Professor Nigel Healey told delegates there was a need to plan the education system for what will be and not what used to be. With the theme 'Primary and Secondary Education for the 21st Century: going beyond the textbook template', VC Healey said the nation needs 21st Century school leavers who are creative knowledge workers. Re-orientating primary and secondary education from teacher-centered rote learning to student-centered problem solving is a huge challenge and one that universities have yet to properly tackle.



Fiji Principals Association Conference

Inclusive leadership is an integral change for any organisation which unravels its workers creativity and innovation and better positions the establishment to compete in a world of constant change and growth. While addressing the Fiji Principals' Association Conference with the theme 'Excellence through inclusive leadership', Vice Chancellor, Professor Nigel Healey said new leaders need a very different set of characteristics to enable their organisations to succeed. He informed senior school leaders that in the new world of older, better educated, digitally connected workers, there's a need for innovation and creativity to compete.



APAEA Membership for FNU academics

FNU initiated new membership agreement with the Asia-Pacific Applied Economics Association (APAEA) that will enable the University to build and strengthen its research capacity and provide a platform for exposure of research work. Research is a key area that the University is developing and the agreement will motivate researchers to complete and publish their work. With the new partnership, FNU staff will be entitled to numerous services provided by the Association.



FNU partners with Water Authority of Fiji (WAF)

The Fiji National University (FNU) and Water Authority of Fiji (WAF) signed a Memorandum of Understanding (MoU) to strengthen academic and technical partnership. The five year partnership will provide an opportunity for FNU students to take up industrial attachment in the areas of Civil Engineering, Electrical and Electronics Engineering and Mechanical Engineering. Vice Chancellor, Professor Nigel Healey said the combination of theory and practical aspect of degrees and diplomas sets FNU apart from its competitors. The Chief Executive Officer of WAF, Mr Opetaiia Ravai commended FNU's commitment to offer wide range of programmes that meet employer's requirements.



Fiji & Apollo Health Forum

The Fiji National University in its efforts to bring best practice to our shores partnered with Apollo Hospitals to organise the first joint Fiji & Apollo Health Forum, a one-day conference bringing together Fiji's medical practitioners and experts from Apollo Hospitals to discuss the nation's health care priorities. Apollo Hospitals is one of Asia's largest healthcare providers, with hospitals, pharmacies, primary care and diagnostic clinics and telemedicine units in ten countries. Given many chronic illnesses that exist and those that are new and emerging, as a small nation in a globally-integrated world, collaboration and international connectedness is the key to addressing these medical issues.



Prof Healey elected ACU member

Fiji National University Vice Chancellor, Professor Nigel Healey was appointed as one of the nine executive heads for the Association of Commonwealth Universities (ACU). Professor Healey, acknowledging the appointment, said it was a major achievement for Fiji's national university to be among other commonwealth country universities. As a Council member, Professor Healey is part of associations' governing body. ACU membership provides FNU an international platform to both shape the future development of one of the largest and most influential global networks of universities and to build new partnerships with member universities who are committed to supporting the development of higher education.



Sustainable Livelihood Project empowers citizens

NTPC's Sustainable Livelihood Project (SLP) trained over 6000 people in 2017. The government initiated project was launched in Kadavu in 2012 with the vision to empower people in rural communities to effectively utilise their resources, generate income and improve their standard of living. The SLP offers skills training for sustainable, self-sufficient living for people residing in rural and maritime areas around Fiji. There are 15 short courses offered under SLP and communities are selected by Province. The NTPC teams hold discussions with the respective provincial administrators who advise and approve the specific districts and villages that would host the trainings.



Government increases FNU allocation in National Budget announcement

The 2017-18 national budget contained a wide range of announcements and initiatives that, directly or indirectly, positively impact Fiji National University. In terms of direct grants to FNU, the operating grant increased 25% from \$45m to \$56m. This enabled the University in improving the competitiveness of salaries, double the amount spent on repairs and maintenance (from \$4m to \$8m) and pay for the connection to AARNet, which dramatically increased broadband speeds and provides FNU access to state-of-the-art software to support teaching and research. In addition to the increase in the operating grant, FNU received a further \$14m to fund the following capital projects; Labasa Campus (Building A): \$6m; Pasifika dental upgrade: \$2m; CBHTS 4-storey building: \$0.5m (for design and preliminary work); CAFF animal hospital and laboratories: \$3m; FMA new building and upgrades: \$2.5m.



FNU engages with MIT

Fiji National University (FNU) and the New Zealand's Manukau Institute of Technology (MIT) held discussions to formalise a working partnership. An official delegation from MIT recently visited FNU to discuss areas which would provide mutual benefit to students and staff of both institutions. MIT is rated as a Category One educational provider, the highest possible rating, by the New Zealand Qualifications Authority (NZQA). The discussions were initiated by the Assistant Minister of Youth and Sports Honourable Iliesa Delana.



2017 Alumni Homecoming Weekend

Students and alumni are, arguably, the University's most important stakeholders. All alumni have fond memories of their 'alma mater' and the experiences they had, both in and after class. To grow affection for the University, hosting the 2017 Alumni Homecoming Weekend, was key to connecting and growing of the University profile. Guests at the event included alumnus Dr Eddie McCaig who is now a distinguished Professor of Surgery at College of Medicine, Nursing and Health Sciences (CMNHS), the Honourable Speaker of the Parliament of Fiji, Dr Jiko Luveni and Dr Isimeli Tukana who is now Director of the National Wellness Centre. The event commenced with a march through Suva City by representatives from all the institutions that merged to form FNU, schools students and invited guests. The guests then gathered at Sukuna Park for speeches, fun activities and free health check for the public. The evening event was held at Yue Lei Restaurant which provided alumni, university stakeholders, supporters and guests to network and work in partnership to develop the University further and provide its current and future students the best experiences and facilities to train and become our future leaders.



3rd National Trainers Conference

Human resource experts, trainers and executives from across the industry gathered at Pearl South Pacific Resort and Spa in Pacific Harbour for the 3rd National Trainers Conference (NTC). The forum provided an opportunity for participants to share experiences, perspectives, insights, success stories and the latest business training developments. Trainers were challenged to take ownership, be bold, creative and ready to tackle a diverse range of challenges at the workplace. The conference theme 'Innovate - Empower - Global Perspective' projected the transformation and the restructuring of training for maximum capacity building of our people resource.



FNU partners with FPF

In an effort to further strengthen sports education, training and research the Fiji National University signed a Memorandum of Understanding (MoU) with the Fiji Powerlifting Federation (FPF). The partnership is aimed to establish a sustainable foundation to promote healthy living and add on to the various initiatives being promoted by the Fiji Government through the Ministry for Health targeted towards the fight against Non-Communicable Diseases (NCDs) in Fiji. The partnership also fitted in well with the University's Wellness Program.



Apprenticeship Graduation

The National Training and Productivity Centre's Apprenticeship Graduation was held in mid-August at the Novotel Suva Centre. A total of 104 students who are part of the Apprenticeship Scheme graduated after completing an intensive multi-year programme. All the graduates completed their academic qualifications (certificates and diplomas) while working and represented everything that is best about a vocational university. Fittingly, the Chief Guest was the Honourable Jone Usamate, the Minister for Employment, Productivity and Industrial Relations – and a former senior academic at Fiji National University's National Training and Productivity Centre.



Chancellor recognised for his service to the community

Fiji National University Chancellor and Council Chair, Mr Ikbal Jannif was recognised with a Companion of the Order Medal for his eminent achievement and merit of the highest degree to business, education, public sector development and charity. A well-known businessman and community worker, Mr Jannif has served as president and chair on many prestigious boards in Fiji since the early 1980's. Mr Jannif said he was honoured to be bestowed this prestigious award. He challenged the younger generation to get out of their comfort zones, serve their communities and help build a strong nation. In 1999, Mr Jannif was awarded the Officer of the Order of Fiji for Community Service.



Minister hails Research Talanoa session

More than 40 delegates from government ministries and agencies and other partner organisations attended the inaugural Research Talanoa Session organised by the office of the Pro Vice Chancellor Research lead by Professor Nii-K Plange at the Grand Pacific Hotel, Suva. The talanoa session asserts ways in which educational institutions can contribute towards policy making through consultancies and research. Speaking at the opening, the Minister for Education, Heritage and Arts, National Archives of Fiji, Honourable Dr Mahendra Reddy said research was one of the fundamental tools governing educational advancement. Participants were informed that research outcomes conducted by universities can be used to lift the standards, fight standards and counter contemporary problems in society.



2017 graduation ceremonies

More than 3000 students from FNU's five Colleges and National Training and Productivity Centre graduated from a series of ceremonies held in May and December. Graduation is a time to celebrate the academic achievement of students and acknowledge the contribution of all those who assisted them – the academic and support staff of the University, their families and friends, and the taxpayers of Fiji who provide financial assistance through the National Toppers awards and the TELS to achieve their goal. Graduation day is an utmost important event for the University as it is a way of showcasing the quality and diversity of the University's academic programmes to thousands of people and building a loyal and supportive alumni base.



New programme to foster local miners

FNU launched a new programme Certificate IV in Geology, Mining & Quarrying to be offered from 2018. The University signed a Letter of Agreement with the United Nations Development Programme (UNDP) which enabled FNU to partner with the UNDP Pacific Office in Fiji in the execution and delivery of this programme. Minister of Employment, Productivity & Industrial Relations, Honourable Jone Usamate who was present at the launch, stressed the significant need for trained and qualified experts in the fields of geology, mining and quarrying. Hon Usamate acknowledged FNU's commitment adding the programme will produce better qualified and trained human resources for the Mining and Quarrying sector as well as benefit resource owners empowering them to sustainably manage their resources.



MoU signing with Fiji Airways

Students from the Fiji National University will get a taste of working in a world-class environment following the signing of a Memorandum of Understanding (MoU) with Fiji Airways. Under the agreement Fiji Airways will offer a wide range of attachments to students at Nadi International Airport. Although the first attachments is for students in the School of Hospitality and Tourism Studies, the intention is to broaden the opportunities to all the back-office departments like finance, human resources and marketing. As a vocational dual sector university, it is critically important that strong partnerships are built with employers that offer opportunities for experiential learning to FNU students.



FNU and VIT sign new partnership

The Fiji National University strengthened its partnership with the Vanuatu Institute of Technology (VIT) after signing a Memorandum of Understanding (MoU) to establish a long term academic collaboration in Higher Education (HE), Technical Vocational Education and Training (TVET) and the National Productivity & Training Centre (NTPC) short courses. Through this partnership the two institutions will undertake a range of activities in terms of education and training in the following areas: development of articulation pathways to allow students to transfer from VIT into courses in both TVET and Higher Education here at FNU; direct delivery by faculty or franchise of FNU courses in Vanuatu in partnership with VIT, in professional development including TVET and Higher Education, teacher development and senior middle management leadership through FNU's EMBA programme and the division of executive management and hospitality services with NTPC, and exchange of publications and relevant academic and educational information and joint lectures, research and symposium.



Students venture into commercial agriculture

Eleven students of Fiji National University who completed their studies in Bachelor of Commercial Agriculture were awarded offer letters for 99-year commercial agricultural leases from the Attorney-General and Minister for Economy Honourable Aiyaz Sayed-Khaiyum. It was a historical occasion as it was the first time the iTaukei Land Trust Board (TLTB) offered lease for commercial agricultural farming with the intention to get younger people into farming. In 2013, Prime Minister Hon Rear Admiral (ret'd) Josaia Voreqe Bainimarama launched a two-year scholarship programme through FNU's College of Agriculture, Fisheries and Forestry (CAFF) to train farmers and provide them with start-up capital. Upon successful completion of the programme, government would provide land, lease arrangement and pay for the lease and provide \$2000 start-up funds. Government also paid upfront 5 year lease term of \$35, 000 which included consent fees. The students would also be eligible to access a loan from the Fiji Development Bank (FDB) of up to \$70,000 to start their farm and buy equipment.



Cash award for outstanding Economics student

Economist, Professor Tiru K. Jayaraman made a donation of \$10,000 to the Fiji National University for the purpose of seeding the establishment of the Endowment Fund. The money will be used to honour the top student in Bachelor of Commerce in Economics every year with Professor T.K. Jayaraman and Family Prize. Professor Jayaraman has been teaching Economics in Fiji since 1998 and his contributions to research on Pacific Island economic issues are well known. 'A Single Currency for Pacific Islands' is one of his many publications about the Pacific Island countries.



FNU forges partnership with University of Otago

The Research, education and faculty development for the College Medicine, Nursing & Health Sciences (CMNHS) received a boost following the signing of an agreement for academic collaboration between the Fiji National University and the University of Otago (UoO). Under this agreement CMNHS and UoO will promote staff and student mobility as well as lay a platform to collaborate on a broad range of areas for future benefit. The two institutions will undertake partnership in the following areas relating to education and training: staff capacity building and development; exchange of academic and administrative staff; exchange of research students and other staff mutually agreed upon; sharing of teaching resources and curriculum; and collaborative research, lectures and symposia.



FNU students volunteer at Fiji International

One hundred students from the Fiji National University's Nadi Campus volunteered during the Fiji International held at Natadola Bay Championship Course. The internationally recognised event provided an opportunity for FNU students to contribute their skills in the workforce to gain invaluable experience to assist not only in their studies, but also for future employment opportunities. This is the second year the University partnered with the tournament following on from a successful event in 2016 where 60 students volunteered. Trade Diploma in Hotel Management student, Apisalome Raiwalu Macanalagi was awarded the inaugural Fiji International PGA Scholarship of \$5,000.00 for displaying outstanding work, leadership and commitment during the event.



Reddy recognised by World Association of Chefs Society

Davendra Reddy, a trainer in cookery at the National Training & Productivity Centre (NTPC) was recognised for his contribution to the industry by the World Association of Chefs Society. The career chef, who is also the President of Fiji Chefs Association, was presented with a medal of Merit by the Chef Society President, Mr Thomas Gugler. Reddy said the recognition was a proud moment for his family and the NTPC and the Fiji National University. There are only 30 merit medals given out by the World Chefs association each year. World Association of Chefs Society's President Mr Gugler said as members of the World Association of Chefs Society, Fiji, Guam, Samoa, Vanuatu and Cook Islands were vital to the organisation's vision of promoting fine dine cuisine. Mr Gugler is the first President of the society to visit Fiji since its formation in 1928 in France.



Students create new App for commuters

Five students from the College of Engineering, Science & Technology (CEST) developed an App which is aimed to make the life of public transport users simple and possibly hassle-free. Known as 'VITI LINK - Travel on time,' the App enables users to track and check bus schedules with just one click. The App has GPS technology tracking; hence, users will be able to track buses in their area in real time. The App enables one to know the location of the bus, how far it is from your stop and its expected time of arrival. The App which is still a prototype has additional features such as calling emergency numbers including the Police, Fire and Ambulance services. The menu bar has a feature that outlines the travelling fare between stages and in cases of delays, the reason for this and how soon the bus will arrive at the intended destination. The CEST team also participated in the ANZ Pacific Innovation Challenge where it finished as the runners-up.



Dental School launches new Masters programme

The College of Medicine, Nursing and Health Sciences (CMNHS) achieved another milestone with the launching of the new Master of Oral Surgery, the first Master's degree in the field of dentistry. The programme was launched at the Holiday Inn in Suva, in the presence of the Chief Guest, Japan's Ambassador to Fiji, His Excellency (H.E.) Masahiro Omura and other stakeholders including dignitaries from Ministry of Health, Fiji National University and Professional organisations. A team of academic staff and students from Tsurumi University School of Dental Medicine, Yokohama, Japan led by Associate Professor Koji Kawaguchi also graced this occasion. The programme will greatly assist Fiji and the neighbouring Pacific Island nations to build up their specialist category in the field of oral surgery in the years ahead.



Staff undergo specialised training

In an effort to provide better service to students with disabilities, the Disability Office under the Registrar's office organised a one-day workshop for staff in key departments at the University. The training was facilitated by the Pacific Disability Forum (PDF) in conjunction with the Fiji Disabled Peoples Organisations (DPOs). The workshop amongst many important aspects covered the United Nations Convention on the Rights of Persons with Disabilities (UNCPRD) that was ratified by Fiji on June 7, 2017. The training provided participants an insight into the different types of disability and the kind of support needed by the different disabled individuals and how they are to be assisted.



Law programme provides holistic learning

The Law programmes offered by the College of Business, Hospitality and Tourism Studies, Bachelor of Laws (LLB) and Graduate Diploma in Legal Practice (GDLP) received accreditation and recognition by Board of Legal Education of Fiji. The restructured LLB programme will be offered from 2018 while the LLB graduates who intent to practice law will be offered from 2019. The requirement for entrance into the LLB programme is a Year 13 pass with compulsory pass in English.





19th Fiji Business Excellence Awards

All employers were encouraged to invest in its employees for better returns and increased productivity. Speaking to more than 800 guests at the Fiji Business Excellence Awards (FBEA), the President of the Republic of Fiji, His Excellency Major General (Ret'd) Jioji Konusi Konrote said the emotional well-being of employees is critical for increasing productivity within the workplace. Since its inception in 1998, FBEA has gained momentum over the years presenting a total of 214 awards to 102 applicants with a total of 426 evaluators recruited to facilitate and carry out evaluations across the country. The FBEA is the largest corporate awards ceremony held in Fiji and is different from other local awards, as it is based on internationally benchmarked framework, the US Malcolm Baldrige Business Excellence framework. The theme for the 19th FBEA was 'Raising Productivity for Sustainability'.



New Senior appointments made

Following a thorough consultation process, the University's Senior Management Group (SMG) made a number of changes to its management structure as part of the re-organisation process. Three new director roles were created and these included the Director Marketing and Communications, Director Capital Projects and Infrastructure and Director Estates and Facilities. The appointments to these positions along with the Director of Finance were made during the year. Vice Chancellor Professor Nigel Healey said good and effective leadership was essential for a high-performing organisation and these senior appointments were an important step in establishing FNU as the vocational university of choice for all Fijians.

	NIRANJWAN CHETTIAR Director Capital Projects & Infrastructure		JENIES MUDLIAR Director Marketing & Communications
	SHALENDRA GOUNDEN Director Estates & Facilities		NILESH PRASAD Director Finance

Re-structure of academic programmes

A major academic portfolio review was undertaken across all Colleges which led to the transition of programmes from trimester-based to semester in 2018. Through this comprehensive curriculum review, the University semesterised majority of its Undergraduate programme, moving it to a common course structure; with exemptions for programmes like teacher training and nursing, where the trimester system works well to facilitate the extensive internships required to provide experiential learning. The old penster programmes will operate on a new quarter basis aligned with semesters from 2018. Students enrolled prior to the commencement of new programme structure, will continue in trimester mode. All programmes offered at Postgraduate and above continue in trimester mode.



LEARNING, TEACHING AND QUALITY



The Office of the Pro-Vice Chancellor Learning and Teaching was established in 2016 under the academic restructure process and Dr. Eci Nabalarua was appointed to the position on 01/01/2017.

The Learning and Teaching (L&T) office was established on 13/03/17 with the creation of the following positions:

Manager Quality Standards

Manager Quality

Senior Quality Officer

Five Associate Deans Learning and Teaching were appointed.

On the 20th April 2017 a meeting of all the Associate Deans (AD-L&T) was conducted by the PVC-L&T and the key objectives of the L&T office were highlighted.

University L&T Committee

The University L&T Committee is a sub-committee of Senate and provides a forum made up of staff and students tasked with looking at a whole raft of L&T and related issues that ensure a high quality of delivery of our programmes.

Terms of reference:

1. To maintain quality programmes and academic excellence in the core business of L&T;
2. To look at L&T spaces across the university with a view to enhancing quality;
3. To re-look at the Minimum Qualification Requirement (MQR) of TVET teachers;
4. To develop a tertiary teaching certificate at level 6 with a focus on competency-based assessments;
5. To look at the range of student support services and assess efficiency of delivery;
6. To develop and promote initiatives for student success;
7. To drive the review of the Learning and Teaching Enhancement Policy (currently known as the L&T Policy);

8. To look at student accommodation and catering services options;
9. To oversee online learning needs and appropriate modes of delivery;
10. To ensure compliance and monitoring processes are in sync with quality standards and any other such functions identified by the PVCLT.

Academic Portfolio Review (APR)

The APR commenced in the second quarter of 2017. The following were instituted:

- ◆ Establishment of an APR Working Group to review the available data on indicators of Student Demand, Student Success and Graduate Employment and determine the appropriate minimum thresholds for high quality.
- ◆ Data collected was analysed and presented to the University and College Management setting the University thresholds for each quality indicator with a traffic light system.
- ◆ All the colleges were given a template which required them to copy their data on the template, ascertain the status of their programmes (red, green or amber) and develop a plan of action for the programmes falling in the amber and red categories.

External Review of Programmes

Experts from James Cook University, Messy University and a few local veterinarians conducted an external review of the College of Agriculture, Fisheries and Forestry's Bachelor of Veterinary Science and Animal Husbandry (BVSAH) programme on 25th and 26th April 2017. The purpose of the review was:

- ◆ To establish if the programme met the internationally-recognised standards in terms of the curriculum, pedagogy, assessment, learning outcomes and human and physical resources for the discipline concerned.

- To establish if the programme under review was adequately contextualised and adapted to meet the needs of Fijian business and society.
- To identify the shortcomings in terms of meeting internationally-recognised standards and/or adequate Fijian contextualisation and/or adaptation, set out clear recommendations for the actions that the University and/or College needs to take, and the time frame, to close the gaps identified.
- The review report was prepared and a copy was dispatched to FHEC for record purposes.

Semesterisation of University Programmes

A decision was taken to change the mode of delivery for all the FNU programmes in 2018. There was a shift in the delivery mode from either Trimester/Penster to Semester/Quarter respectively. All the Colleges were successful in revising their programme structures and the Course Descriptors. The changes were vetted by the L&T Office and assured compliance to the FHEC requirements of recording. The table below illustrates the move.

Colleges	Trimester 2017	Moved to Semester 2018
College of Medicine, Nursing and Health Sciences	1	1 whilst 62 were already in Semester mode
College of Humanities and Education	48	48
College of Business, Hospitality and Tourism Studies	82 10 are still in Trimester mode	82
College of Agriculture, Fisheries and Forestry	15	15
College of Engineering, Science and Technology	23 Trimester to Semester 31 Penster to Quarter	31 Semester 12 Quarter

Finalisation of the University Academic and Student Regulations (UASR) and Academic Standards of the University

After several consultations, the Senior Management Group of the Fiji National University finalised the University Academic and Student Regulations (UASR) and is in effect from 2018.

Re-accreditation of CPA Programmes

Professor Vinen visited FNU on 11 and 12 September 2017 for evaluation of the Accounting courses. He has replaced Professor Keith Houghton as an independent academic advisor. The independent academic advisors had been engaged by the Fiji Institute of Accountants to assess and accredit Accounting courses offered by the three universities in Fiji. The last accreditation exercise was conducted in 2014 by Professor Houghton of the Australian National University and his report on the three universities led to their being accredited for a three year period ending on 31st December 2017.

Consultation on the Recording of University Programme

FNU was involved in the designing of a new Application Form for Recording. Fiji Higher Education Commission introduced this new form in October 2017. The project was funded by the MFAT NZ. The L&T Office is responsible for conducting training for the academic staff and assisting them with the application form. All the existing and new programmes will be recorded by Fiji Higher Education Commission (FHEC) on the Fiji Qualification Framework (FQF). The revised recording form has a total of 15 mandatory fields.

National Accreditation/Approval of programmes

The following number of new programmes had been submitted to Fiji Higher Education Commission and received approval to deliver in 2018.

College	Total	Status on Approval + Delivery
College of Humanities and Education (CHE)	11	Approved to deliver in 2018
College of Engineering, Science and Technology (CEST)	43	Approved to deliver in 2018
College of Medicine, Nursing and Health Sciences (CMNHS)	1	Approved with Accreditation for 5 years
National Training and Productivity Centre (NTPC)	3	Approved to deliver in 2018

International Accreditation (Accreditation for Bachelor of Engineering Programmes)

The six engineering programmes – Bachelor of Engineering (Honours) in Civil, Electrical & Mechanical together with the Diploma (level 6) programmes in the same areas (Civil, Electrical, Mechanical) developed and benchmarked to meet the requirements of the Washington and Dublin Accord accreditations, submitted to IPENZ for accreditation through the Fiji Institution of Engineering (FIE) and ENZ (Engineers New Zealand). The College is hopeful for a positive outcome.

Pathway for Graduates of Technical College of Fiji – National Certificate Level II

The College of Engineering, Science and Technology (CEST) had developed new Certificate III programmes in consultation with the Fiji Higher Education Commission (FHEC) and the Technical College of Fiji (TCF) to be able to accommodate the graduates from the TCF. These programmes also provide pathways for secondary school students exiting after year 11 or not completing year 12. The College (CEST) received approval from the Senate and FHEC to offer Certificate III from 2018.

Our target in 2018

Recording of Qualifications on the Fiji Qualification Framework

By the end of 2018, all the existing programmes from all the five Colleges needs to be recorded on the Fiji Qualifications Framework (FQF). Currently, a total of 64 programmes have been recorded on the FQF.

Appointment of Associate Deans Learning and Teaching with a brief outline on their job:

1 Enhancement

The purpose of Associate Dean Learning & Teaching Enhancement (ADLTE) is to advise the Vice Chancellor through the PVCL&T in the area of learning and teaching enhancement. ADLTE will maintain and promote FNU's strategic push for ensuring its academic staff is appropriately qualified in content and pedagogical competencies and skills in its drive towards quality teaching and programme delivery. ADLTE is responsible for enhancing a learning & teaching culture that engages staff and students to participate in productive learning and teaching activities, including the development and delivery of high quality programmes and enriched learning environments throughout the University. ADLTE will demonstrate academic and strategic leadership in relation to policy development and management of learning and teaching enhancement.

2 Flexible & E-Learning

The purpose of Associate Dean – Flexible & E-Learning (ADFEL) is to advise the Vice Chancellor through the PVCL&T on strategic matters pertaining to flexible and e-learning. ADFEL will be responsible for the development and operation of the University's flexible and e-learning education and selected off-campus programmes, and will work with College and staff to promote flexible & e-learning and develop online courses. ADFEL will also provide support for the enhancement of learning and student experience through the facilitation of innovation, creativity and knowledge transfer with regard to e-learning. Additionally, ADFEL will be responsible for liaising with other sections of the University, including the Learning and Teaching Enhancement Office to gain an understanding of developments outside the School and College.

COLLEGE UPDATES



COLLEGE OF AGRICULTURE, FISHERIES & FORESTRY



The College of Agriculture, Fisheries and Forestry (CAFF) is steadily moving along a growth trajectory. It achieved 837 EFTS in 2017 which is a growth of over 4% in enrolments in 2017 in comparison to 2016.

CAFF's teaching and research activities are student focused with the primary aim of enhancing the student learning experience through the provision of knowledge and skills that maximise their employment opportunities. To be able to deliver quality programmes, CAFF has recruited well qualified and talented faculty members.

These dedicated and hard-working staff have contributed to building up CAFF as a credible provider of agricultural education and training. The staff go through great lengths and ensure that the students not only acquire knowledge but also obtain the requisite field training through the structured robust industrial attachment programmes.

Our industry stakeholders' representatives at Industry Advisory Committee meetings have frequently expressed their appreciation on being able to work with our student industrial attaches and how that process has become a pathway for graduates to be employed by them subsequently.

Strategic Initiatives

CAFF undertook a major exercise of translating its trimester current programmes to semester mode to be offered from 2018. During this translation exercise, programmes were reviewed carefully to ensure that course contents were contemporary and contextualised to meet Fiji's needs. This contextualisation takes into account strategic priorities of our major stakeholders for example the 2020 Ministry of Agriculture's Fiji Agriculture Sector Policy Agenda.

During the course of the review, overlaps in course content were also eliminated and the number of courses taught were also rationalised. All semester programmes were vetted by industry stakeholders' representatives and received their overwhelming support and approval. All semester programmes for 2018 were approved by the University Senate and subsequently registered with Fiji Higher Education Commission (FHEC).

2017 was also a successful year of building collaborative partnerships with stakeholders and universities in Australia and New Zealand. Notably with Charles Sturt University (CSU) in Australia and Massey University in New Zealand. CSU conducted a hugely successful joint

workshop on Zoonotic diseases which was attended by veterinary science students from CAFF and visiting CSU students together with representatives from our stakeholders.

CSU also ran clinics to demonstrate spaying and neutering techniques for small animals for our students accompanied by CSU students. CAFF students appreciated the opportunity to be taught by CSU faculty and also enjoyed the cultural and intellectual experience in interacting with their Australian counterparts. CAFF will be running these joint workshops/clinics on an ongoing annual basis with CSU. Close cooperation with Massey University (MU) brought its own benefits. CAFF was able to obtain some quality advice on the design of our future animal hospital and curriculum design.

Experts from MU together with James Cook University also took part in an external review of the veterinary science programme and made some useful recommendations for the future. MU has also expressed a keen interest in entering a twinning arrangement with CAFF. This will be of immense benefit for CAFF as it will enable staff exchanges, inject expertise from MU in curriculum development and facilitate joint research including securing funding for such research from sources in New Zealand.

Development of Teaching Facilities

Another major development as mentioned earlier is the \$30m Animal Hospital Project that is to be built at the Koronivia Campus. After the appointment of the project consultant in the middle of the year, progress has been rapid.

Through a series of user group consultations, an initial design phase has been completed. The hospital complex will comprise of two floors housing a small animal hospital and a post mortem facility for both small and large animals at ground level and a number of diagnostic laboratories on the first level. The hospital will be state-of-the-art for Fiji and the Pacific Island Countries (PICs).

The hospital, once completed in two years' will significantly lift the profile CAFF and contribute to strengthening FNU's image. In the meanwhile, construction of a small animal clinic was also completed as an interim measure to cater for students' practical learning needs including surgical procedures and radiography supervised by our in-house veterinarians who are registered under the Fiji Veterinary Surgeons Act.



CAFF has also completed the construction and commissioning of an aquaponics unit. This unit is the only one of its kind in the country and will give students exposure to this form of farming which they would not have had access to in Fiji. Otherwise this is another example of CAFF's contribution to innovative agricultural practices in Fiji and the PICs.

A number of major maintenance works on buildings that were in dire need of repairs including badly leaking roofs were undertaken. Most of these repairs have been completed and as a result there are more classrooms available for use.

The future looks bright as the University is embarking on a master plan to redevelop all campuses to cater for growth and to enhance the student experience on the campus.

Our target in 2018

CAFF has targeted two areas of new developments for 2018. Both deal with pent-up demand for agricultural programmes from former graduates and current employees of our stakeholders mainly in the agriculture sector.

The first initiative will be to offer our programmes through evening classes for working students who

need the relevant qualifications for career progression or who wish to pursue a career in agriculture.

This initiative addresses an important equity issue that facilitates equal access to students who may not otherwise be able to attend full time programmes as a result of being in employment.

The second initiative is to offer post graduate programmes for the first time in the history of the College. This is an important milestone as it signals the natural progression that the College is making in offering a full range of academic studies from undergraduate to postgraduate level.

In 2018, CAFF will, in consultation with key stakeholders, plan and seek approval from the University Senate to offer post graduate programmes that are relevant and customised for Fiji and the PICs.

The post graduate programmes in agriculture are anticipated to be offered in 2019.

From then on the challenge for CAFF is to look into widening its offering of post graduate programmes in areas such as animal husbandry, fisheries and veterinary sciences with assistance from universities in Australia and New Zealand using the current MOUs with these partner universities.



COLLEGE OF BUSINESS, HOSPITALITY AND TOURISM STUDIES



While the College of Business, Hospitality and Tourism Studies (CBHTS) continued to carry out its core functions of learning, teaching and research as usual, in 2017, it made major changes and innovations that have provided the foundation for further improvements and new directions for the future.

As a result of reviewing and re-structuring most programmes with standardised credit points, it has become clearer and easier for students to choose their programmes of study and understand all requirements to graduate before they enrol.

After developing an extensive amount of resource material in 2017, the College is now well prepared to commence offering programmes by Distance and Flexible Learning mode in the near future both to students in Fiji as well as to students in the Pacific region.

The College has been operating on trimester basis ever since the FNU came into existence in January 2010. This presented numerous problems. Teaching and learning time was too short, large numbers of examinations had to be conducted in short periods resulting in many clashes and there was virtually no breaks between trimesters.

To overcome these problems, the College has been trying to move to semester mode of delivery for at least the last three years. The College made a major headway in this regard in 2017 and will move to semester mode of delivery from January 2018.

2017 Key achievement

Despite a very humble beginning three years ago, the Department of Law grew very significantly in 2017 both in terms of student numbers as well as staffing strength. The LLB programme was accredited by the Board of Legal Education in 2017. Our Graduate Diploma in Legal Practice (GDLP) was also accredited in 2017 and will be offered from the beginning of 2019.

The College also developed a Law Major that students will be able to take as part of the Bachelor of Commerce degree from first - Semester 1, 2018.

Highlights

In order to develop local talents the College encourages and assists local staff to upgrade their qualifications and engage in research and publications. As a result several staff completed their Master's degrees and two completed PhDs, one from an Australian university and the other from a Chinese university. Also in 2017, both senior staff as well as junior staff published several papers in a number of international journals.

As a sign of growing international recognition of our College, several academics were also invited to attend international conferences in Europe, India and China as well as the annual meetings of the World Bank and the International Monetary Fund in the USA.

For student enrolments, 2014 was an exceptional year. A very significant increase in enrolment resulted mainly because of additional government funding for Technical and Vocational Education and Training programmes (TVET) which were taught mainly in the School of Hospitality & Tourism Studies as well as some Trade Diploma programs within the Higher Education Sector of our College.

As these funding ceased sometimes in 2015 the enrolments steadily declined in 2016 and 2017. However with the revised and restructured existing programmes as well as introduction of new programmes we expect enrolment numbers rise to again in 2018 and beyond.

Our target in 2018

The College plans to commence offering programmes by Distance and Flexible Learning (DFL) and Blended modes during 2018. Our research higher degree programs at the Masters and PhD levels will also be expanded. While a good number of staff have been actively engaged in research, presented papers at conferences and published in reputable journals both locally and internationally in 2017, more incentive and support will be provided to staff for greater engagement in research and publications in 2018.

COLLEGE OF ENGINEERING, SCIENCE AND TECHNOLOGY



2017 was the year of accomplishment for the College of Engineering Science and Technology (CEST). The College managed to achieve the following significant milestones:

Developed and passed through Senate more than 40 new programmes – ranging from the Certificate III to Post Graduate programmes (Masters and PhDs).

The six engineering programmes – Bachelor of Engineering (Honours) in Civil, Electrical & Mechanical together with the Diploma (level 6) programmes in the same areas (Civil, Electrical, Mechanical) developed and benchmarked to meet the requirements of the Washington and Dublin Accord accreditations, submitted for accreditation through the Fiji Institution of Engineering (FIE) and ENZ (Engineers New Zealand).

The new Certificate III programmes were developed in consultation with the Fiji Higher Education Commission (FHEC) and the Technical College of Fiji (TCF) to be able to accommodate the graduates from the TCF. These programmes also provide pathways for secondary school students exiting after year 11 or not completing year 12.

These new programmes are all aligned to the FNU approved standard templates for the programmes – for Certificate III & IV that are running in the new Quarter Modes (8 weeks duration); each programme consist of 6 units having 5 credit points (=50 learning hours) for each Unit or Course.

Highlights

New Certificate programmes were developed with strong support from industry stakeholders –

- i) Certificate IV in Manufacturing Engineering and
- ii) Certificate IV in Geology, Mining and Quarrying.

Certificate IV in Manufacturing Engineering

The Certificate IV in Manufacturing Engineering was developed to meet the growing demands for specialised skills in the manufacturing and processing industries in Fiji.

Certificate IV in Geology, Mining and Quarrying

The Certificate IV in Geology, Mining and Quarrying was developed as part of the ACP-EU Development Minerals Programme (2015-2018) with the Department of Mineral Resources being

the national focal point and the UNDP-Fiji Office the implementing agency. A high profile programme that potentially can change the economic and development landscape of Fiji and the region.

The new Certificate IV in Geology, Mining & Quarrying was launched in November 2018 by the Minister for Employment, Productivity & Industrial Relations, Honourable Jone Usamate.

International Benchmarking - Bachelor of Engineering (Honours)

The College of Engineering, Science and Technology have successfully developed the new Bachelor of Engineering (Honours), which will distinguish between students on the basis of their academic achievement – first, upper and lower second class and third class honours. This will be offered for the first cohort of students enrolling in the semester 1, 2018, providing competitive environment to students, asserting quality and excellence.

The new 3 year, level 6 Diploma programmes were successfully developed and passed in the 2017 FNU Senate deliberation and are aligned to the international accreditation (Dublin Accord) and provides an alternative pathway for students exiting after the year 12 with passes in English, Mathematics and Physics, that after successful completion will allow graduates to transition into the 3rd year of the 4 year Bachelor of Engineering (Honours) programmes.

In 2017, the College has also started the review of the Certificate IV programmes to align with the Australian Qualification Framework (AQF) to further provide international benchmarking for our programmes.

Our target is to have ALL our programmes of study benchmarked internationally by 2022.

Making a Difference - Community Outreach

In 2016-17, after the devastation of Tropical Cyclone Winston, we were called upon to assist in the rebuilding of homes in the village of Namacu in Koro, where more than 95% of the one hundred plus (100+) homes experienced extensive damages – partly or fully damaged. Staff and students of the College participated in this Community Outreach project.

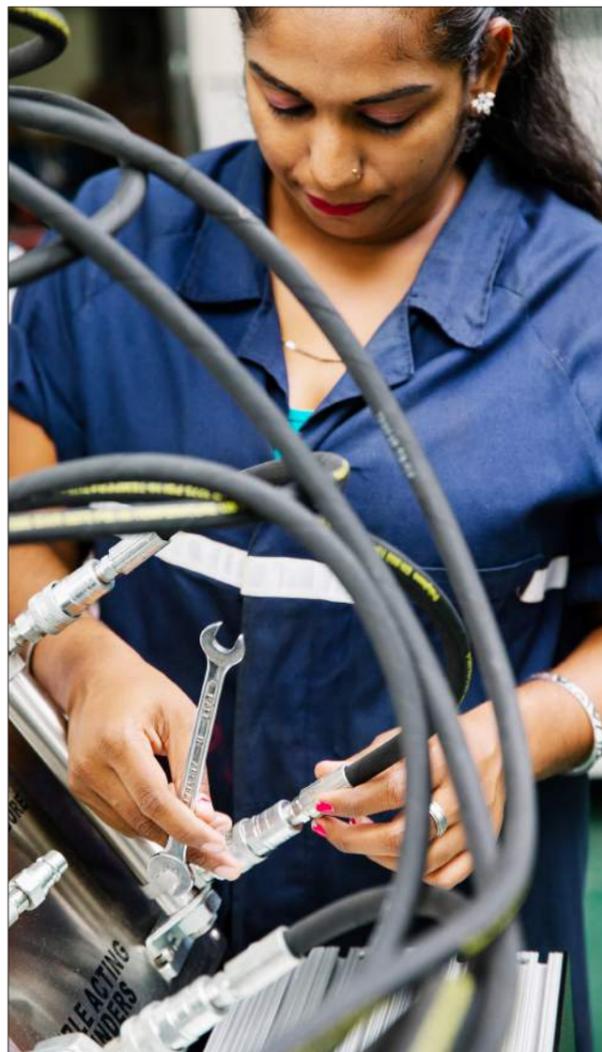


This Community Outreach project received a timely donation of more than \$5,000 from "Friends of Fiji" Gladstone, Queensland Australia to assist with the Koro Rehabilitation work that we were engaging with.

Collaborations, Partnerships & MOUs

In January, 2017 the College signed a Memorandum of Understanding (MoU) with Douglas Pharmaceuticals to develop a training programme to meet their training and HR needs.

The new programme – Certificate IV in Manufacturing Engineering was developed and began offering in 2017.



In March, a Memorandum of Understanding (MoU) with Water Authority of Fiji (WAF) was signed to help facilitate the provision to assist students with their work experience attachment with the organisation, which is a requirement for all our programmes.

In January 2017, a partnership was established with the Australia-Pacific Technical College (APTC) which resulted in the upgrading of the College's Air-Conditioning and Refrigeration workshop, the Electrical workshop and a lecture-room (E208). As part of this MoU, more than 20 CEST staff are upgrading their qualifications in APTC's Certificate 4 in Teaching and Assessment and Certificate IV in Leadership and Management.

In August 2017, we were approached by the Ministry of Rural and Maritime Development to conduct a special training for Carpenters in the rural and villages as part of the Cyclone Winston Rehabilitation Program, and more than 200 carpenters have been trained as part of this initiative.

In November 2017, we established a partnership with the United Nations Development Programme (UNDP) Fiji Office and they supported the successful development of the new Certificate IV in Geology, Mining and Quarrying programme.

Research & Publications

The College continued to play a significant role in the promotion of research and publications in 2017, which is confirmed by the College utilising 80 per cent of the University's Research budget. It is encouraging to note that staff from both streams – TVET and Higher Education were engaged in research.

Summary Table

Research & Publications (2017)	
Item	Quantity
Papers	30
Conference	18
Books & Chapters	8

Enrolment

The enrolment numbers have steadily increased from 2015 to 2017

The total enrolment for 2017 was 5814 compared to 5589 in 2016 (head count), an increase of about 4%.



COLLEGE OF HUMANITIES AND EDUCATION



The College of Humanities & Education (CHE) comprises of the following schools: Education, Arts & Humanities and Communications, Language & Literature.

Each school offers various programmes in Education, Arts, Communication Skills, Literature and Languages, Media and Journalism, Social Policy, Philosophy and Social Sciences which cater to the needs of the country.

Highlights

- ◆ Three senior appointments were made in 2017: Professor in Education, Professor Unaisi Nabobo-Baba, Associate Dean Learning & Teaching, Mr. Matereti Sukanaivalu and Associate Dean Research, Dr. Zakia Ali-Chand.
- ◆ A total of 562 students graduated in 2017 from various programmes within the College.

Publications

- ◆ Publications from the College included In Simple Words by Prashneel Goundar, Insights of Mughal India Exploring Vision of French Travelers and Adventurers In Northern India during Seventeenth and Eighteenth Centuries by Dr. Sakul Kundra, The Relational Self: Decolonising Personhood in the Pacific by Dr. Upolu Vaai (USP) and Professor Unaisi Nabobo-Baba and Wild Flowers by Professor Subramani.

Book Launch

- ◆ A book titled '**Achieving Proficiency in a Second Language**' by Dr. Zakia Ali-Chand was launched by the Vice Chancellor, Professor Nigel Healey at FNU in April and '**The Relational Self: Decolonising Personhood in the Pacific**' by Dr. Upolu Vaai and Professor Unaisi Nabobo-Baba was launched on 6 October by Professor Bill Ashcroft and Professor Konai Helu Thaman at USP and again at the University of Auckland by Professor Tracey McIntosh at the Centre for Pacific Studies.

Conference Presentations

- ◆ Conference presentations were undertaken by staff at the National Hindu Youth Conference, Fiji; Third Srijanlok Literary Conference, India; Gimit Conference, Fiji; Abolition of Indian Indentureship Conference, Fiji; Knowledge Based Development Conference, Fiji; 15th Annual Hawaii International Conference, USA.
- ◆ A major change in the academic activity for 2017 included the semesterization of programmes and courses through various Senate meetings. This also led to the introduction of new programmes in the College:
Master of Education, Bachelor of Arts in Language & Literature, Bachelor of Applied Social Science.



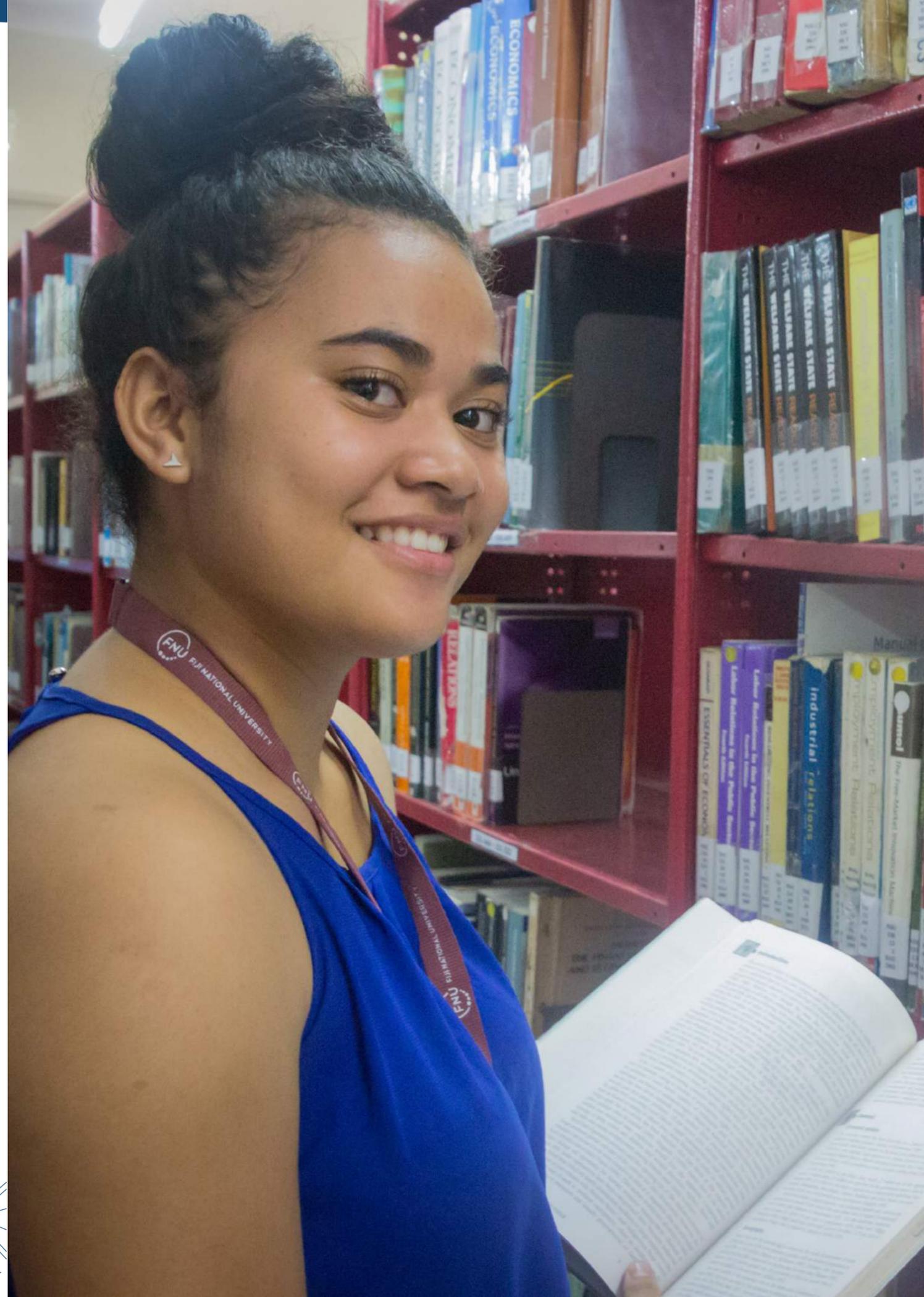


- ◆ Professor Subramani from the Department of Communication, Language and Literature was invited to the Brahmputra Literary Festival in India. Ms. Makereta Mua, Head of Department for Department of Ethics and Governance attended the 2017 Census User Conference on behalf of FNU.
- ◆ Three students from the Certificate IV in Media and Journalism programme participated as young professional journalists at a week-long workshop held from Monday 8 to Friday 12 May in Nadi.
- ◆ The Department of Media, Journalism & Public Relations organised World Press Freedom Day on Wednesday 17 at Nasinu Campus with the Attorney General Hon. Aiyaz Sayed-Khaiyum as the chief guest. Ms. Makereta Mua and Acting Dean CHE, Dr. Zakia Ali-Chand attended the FNU/Public Sector Research Talanoa on Friday 19 May at the Grand Pacific Hotel.
- ◆ The Film and Television students were given the opportunity as interns for one of the US Production Team Leviathan Productions Pte, Ltd.
- ◆ A Leadership Training on Mathematics Education in Primary and Secondary School in Pacific Island states was held in Naruto University of Education, Japan organised by JICA from the 22 May to the 30 June, 2017. The training was attended by Mr. Niranjana Lal and Mr. Ravinesh Prasad.
- ◆ Hairdressing students and staff were actively involved in the Fiji National Women's Expo in Vodafone Arena from Wednesday 14 June – Friday 16 June.
- ◆ Mr. Pardeep Lal, assistant lecturer with the Department of Ethics and Governance based at Labasa Campus, took a lead role in organising the official opening of the Korotari footbridge in a rural community in Labasa. The official opening was done by the Prime Minister of Fiji, Rear Admiral (Retired) Hon. Josaia Voreqe Bainimarama, on Wednesday 21 June.
- ◆ The School of Communication, Language and Literature organised a Drama Festival on Friday 28 July at the Main Hall, Nasinu Campus. The Department of Language and Literature celebrated World Hindi Day on Wednesday, 13 September at Natabua Campus, Lautoka.

- ◆ A one-day workshop on Film Making was organised by the US Embassy on Thursday 14 September at CBHTS Boardroom.
- ◆ Mr. Joseph Lavulo made an Industry visit to Signbiz Solutions on Thursday 28 September. The purpose of this visit was to update, review and compare the significance and relevance of the current learning and training content of the Graphic Arts and Design program aligned to the standards of the current trends and demands of our local design production industries.
- ◆ Ten CHE senior faculty members have formed the College Research Committee with Associate Dean Research as the Chair. Five meetings have been conducted in 2017. The committee vets new proposals submitted by CHE staff for funds up to \$8,000.
- ◆ CHE seminar series commenced in September. Between September and December, six staff presented either public lectures or conference papers or published research papers.
- ◆ Two research skills workshops have been conducted for novice researchers at Nadi Campus and EMBA Centre, Suva. The workshops were on proposal writing and research methodologies. A total of 20 participants are part of this on-going research skills workshop.
- ◆ CHE Workshop on Research Methodologies was held on Wednesday 20 December at the EMBA Centre. The focus of the workshop was quantitative, qualitative and mixed methods of research.
- ◆ The College Learning and Teaching Committee was formed and chaired by the Associate Dean Learning and Teaching.

Our target in 2018

The continued future directions include streamlining CHE programmes, effective marketing for increased student numbers, programme reviews and accreditation, effective student support services, increased Wi-Fi access and bandwidth across all campuses, promote e-learning and online programme development, enhance standard of teaching and learning facilities, and promote research for academic leadership and scholarship.



COLLEGE OF MEDICINE, NURSING & HEALTH SCIENCES



The College of Medicine, Nursing and Health Sciences is a merger of the Fiji School of Medicine and the Fiji School of Nursing. Fiji School of Medicine has a proud history of educating and training students from Fiji and Pacific Island countries and territories that spans over 130 years. The Fiji School of Nursing has been training skilled and compassionate nurses for 125 years.

The restructuring process in 2017 resulted in formation of five schools namely School of Dentistry and Oral Health, School of Health Sciences, School of Medical Sciences, School of Nursing and School of Public Health and Primary Care.

The College boasts a comprehensive collection of Health training opportunities which include medicine, nursing, dentistry, public health and most of the allied health sciences. It has campuses for School of Medical Science, School of Health Sciences and School of Dentistry and Oral Health in Hoodless House and Pasifika in Suva, School of Nursing and School of Public Health and Primary Care in Tamavua, McGregor House in Lautoka used for lodging Trainee Interns during their final year of studies. The college has close to 200 full-time and part-time academic staff.

It has some of the most advanced training facilities in the region. The college also collaborates with the Ministry of Health & Medical Services in conducting academics programmes.

At the College, we have a strong desire to create an environment where students thrive to achieve maximum potential while learning. We aim to graduate highly proficient, reflective, ethical, compassionate and adaptable leaders who are dedicated to the improvement of health outcomes, particularly, in the peoples of the Pacific.

Delivery of Programmes

The College continues to deliver its approved programmes from its campuses in Hoodless House and Tamavua as well as in other regional Pacific Island centres.

During the year, the college had a combined roll of 2394 undergraduate and postgraduate students of which 618 graduated.

Apart from the core business of teaching and learning, the College also recorded highlights during the year in its effort to improve the quality of its programmes as

well as ensure that they are dynamic, internationally recognised and relevant to our stakeholders in Fiji and the Pacific region.

Curriculum Development & Review

The University wide common course resizing exercise allowed the College to review and resize its existing undergraduate programmes and semesterized the trimester based Bachelor of Nursing to be delivered in 2018.

The opportunity allowed the schools to review some of their current programme to remain relevant within the context of Fiji and the Pacific.

The tireless effort rendered by the Head of School (HoS), Learning & Teaching Committee and academic staff from respective school in successfully undertaking the common course size exercise is acknowledged. All documents were presented and approved in 2017 senate meetings and changes will be implemented in Semester 1 2018.

The Masters of Oral surgery was launched as the first Masters programme in Dentistry at the College. The Enrolled Nursing programme for second division nursing practice rolled out in Semester 2. The Master of Public Health in NCD programme was accredited by Fiji Higher Education Commission.

The School of Nursing took a chance in revising its PHC course in year three to address the ongoing crisis of NCD in Fiji and the Pacific by introducing the Chronic Care Model of managing Chronic Diseases as a tool for nurses working in primary health care to manage NCDs.



With Senate approval of the course and changes to the Bachelor of Nursing programme, the school immediately prepared to pilot the approach within the Suva medical area and with the MOHMS support, identified Nuffield, Valelevu and Suva Health Office as the main pilot sites.

Two consultants were enlisted; one to manage the pilot project and one to train and upskill 10 academic staff and three MOHMS registered nurses from each of the pilot sites helped the school to go on live from November and will continue to end of April 2018.

The school is using the MedTech software to help implement and manage the data from the pilot project and hopes that the year three students will master the use of the software when they implement the Chronic Care model in their clinical rotation in 2018.

CMNHS Research

The Fiji National University's College of Medicine, Nursing and Health Sciences has a long history as the foremost training institute in the region for health.

Part of this role has included a strong commitment to supporting innovative, needs-based and relevant research.

High quality research for health is of critical importance in understanding the changing disease burden in the Pacific islands, the contributing risk factors and effective and cost-effective interventions.

This data can guide Ministries of Health and its partners in delivering the right support and predicting future risks. The Pacific Islands Health Research Symposium has become an opportunity for staff, students and other researchers to showcase their work and learn about research activities throughout Fiji and the Pacific Islands.

Much work remains to be done to ensure that our research is well developed and effectively disseminated. We hope that 2018 see further improvements in our research capacity and output and that research reaches another step higher with staff and students.



Memorandums of Agreement and MOUs

The College has existing MOUs with other Universities and we continue to seek collaboration with other external stakeholders, Universities for upskilling of academic and support staff, exchange of programmes and other opportunities in which teaching and research are strengthened and delivered at its best.

In 2017, the MoU with Otago University in New Zealand was formalised and the Colombo Plan for the delivery of the Substance Use Disorders suite of courses to be delivered from the School of Nursing was also formalised.

Capital & Infrastructure Development

Renovation has begun for the Pasifika Dental Clinic and School of Nursing hostels. In addition, 112 new seats with writing pads were installed in the School of Nursing lecture theatre. It is anticipated that more capital works would be carried out to the entire College in 2018.

Our target in 2018

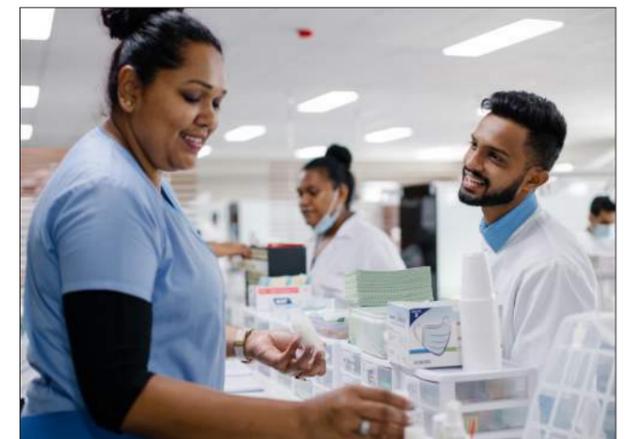
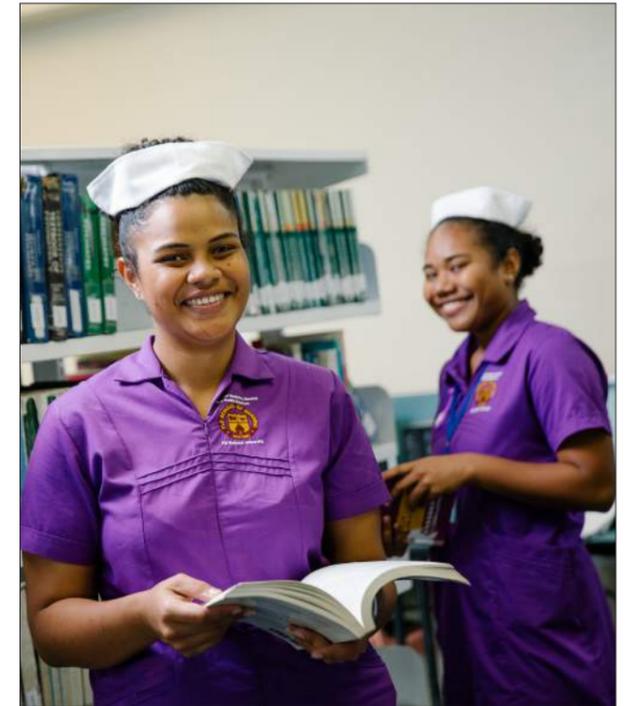
Our major focus in 2018 will be improving the quality of delivery of all our programs at CMNHS. The filling of specialised teaching vacancies across the five schools will continue although this hasn't been an easy task in 2017.

Capacity building and Professional development of staff is critical and we would like to strengthen this year. It is hoped that the College will upgrade relevant professional qualifications with assistance from its strategic partner universities and professional organisations.

We would like to increase our research profile by conducting relevant research through University funding and publications in ranked journals. The College would align itself with the industry's areas of research focus.

Exploring how we could meaningfully participate and be visible in the community in Fiji and the region in 2018 is in our agenda. We aim to enhance this through industry attachments embedded in our academic programmes, partnership with our Fiji School of Medicine Student Association (FSMSA) and social responsibility activities that the College intends to carry out.

Lastly our strategic plan 2018-2020 and beyond will be completed in the first quarter of this year and followed by our College business plan. It is hoped that the College will focus its priorities in the core areas outlined in the CMNHS strategic plan which aligns to the University strategic plan.



NATIONAL TRAINING AND PRODUCTIVITY CENTRE



The functions of the National Training & Productivity Centre (NTPC) are clearly stipulated in the Amended Fiji National University Act 2009. Under the Act, NTPC is required to be the provider, promoter, facilitator, and regulator of training in Fiji.

In addition, NTPC is to provide consultancy and undertake research to better complement the skills and competencies required by the industries. These are quite broad requirements which the NTPC team strive to meet and achieve.

The NTPC consists of 13 training departments under three initial training divisions: Technical Training, Executive Management and Hospitality Services and Business and Information Technology.

A new inclusion in 2017 is the Non Formal Education and Training Division. Our mandate is to provide in-service training and in 2017 we conducted over 1,500 short courses with a total of approximately 24,000 participants.

The NTPC uses feedback from our Industry Discussion Forums (IDFs) to devise strategies for improving in-service training. These strategies include better engagement with employers, and forging partnership with local industries and international organisations.

Furthermore, NTPC is committed to upskilling the workforce from semi-skilled to highly skilled levels and with pathways into higher academic or technical qualifications.

NTPC currently has 13 Industry Training Advisory Committees in different trade areas and our staff visit major industries to review our programs so that we remain relevant and current with our training offerings.

National Productivity Organisation

NTPC is the National Productivity Organisation (NPO) on behalf of the Government of Fiji and facilitated 4 local Multi-Country Projects, 3 e-learning programmes and 2 Technical Expert Specialised programmes. Local delegates were also facilitated to travel abroad to attend workshops and trainings.

Multi-country Projects

4 Multi-country Projects where 18 participants from APO member countries and other international resource persons attended.

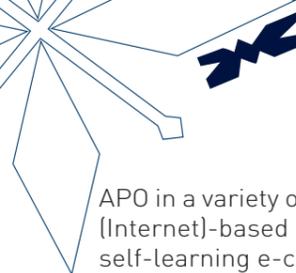
1. Workshop on Management Consultancy in Total Quality Management. The objectives of this workshop were to equip participants with in-depth knowledge and know-how in providing management consultancy services in TQM and discuss issues and challenges of quality management practices in embracing industry 4.0.
2. Training Course on Business Excellence for Senior Assessors. The objectives of this Training were to develop experienced senior business excellence assessors for strengthening BE framework adoption among enterprises and to enhance the BE assessment processes.
3. Training Course on Basic Productivity Tools for SMES. The objectives of this Training were to equip participants with productivity concepts and fundamental tools and techniques that improve management and operational efficiency.
4. Training Course on Food Safety Management Systems: Basic Course for SMEs in the Food Industry. The objective of this Training was to develop food safety management practitioners with good knowledge of FSM concepts, principles, tools, techniques and critical success factors for SMEs in the food industry to strengthen their capacity aiming at sustainable development and inclusive growth in member countries.

e-Learning Courses:

The APO's 20 member countries have almost one-third of the world's population. Globalisation, economic development, and industrialisation have been widening the target group for APO activities. Because the demand for the training of human resources continues to increase, the APO has been diversifying its approaches.

Recognising the need to intensify its productivity drive and expand its reach to cover as many productivity stakeholders as possible by utilising IT platforms, the APO started offering e-learning courses. They have been so well received after recent IT advances in member countries that this initiative has injected new life into productivity promotion efforts.

E-Learning courses provide dual advantages. First, they broaden the APO's outreach. Second, they identify participants with outstanding performance, who are then selected for multi-country, face-to-face advanced training courses to consolidate their learning. E-Learning courses are offered by the



APO in a variety of formats: video conferencing, Web (Internet)-based platforms for live sessions, and self-learning e-courses.

Fiji hosted 3 e-Learning courses in 2017 in the areas of Total Productive Maintenance (TPM) Applications in SMEs, Customer Satisfaction Management for the Service Sector and Green Productivity. These were attended by participants from ministries, government institutions and local business organisations.

Technical Expert Services

Technical Expert Services (TES) are programs to provide technical assistance to NPOs and related organisations to strengthen their institutional capacities and upgrade technical competencies in line with individual member country needs for productivity improvement. Fiji engaged expert services in the areas of Benchmarking Training 19-23 June 2017, Suva and Business Process Re-Engineering 02 - 06 October 2017, Suva. These programs are critical for the industry as they pave the way for the development of the country through a holistic approach. The Benchmarking training was attended by 28 industry personnel from various companies and the Business Process Re-Engineering was attended by 26 participants.

Apprenticeship Training

The National Apprenticeship Training Department (NATD) is one of our support core units as they manage the Apprenticeship Scheme in Fiji. One of the major highlights for the department was the Apprenticeship Graduation in August in Novotel Lami. Over 100 students graduated with a record 100% employment in their respective fields.

The NATD is currently reviewing its scheme to better suit the demands of the industry and we are currently stepping up our marketing campaign with the objective of attracting more new registrations in 2018.

The National Trade Testing Department (NTTD) assessed over 700 trades-people in 2017. Five Occupational Skills Standard committees (OSS) were set up with the task to review and develop new trades in line with industry requirements.

Quality Awards

The Department of Quality Awards is responsible for promoting productivity and business excellence in the country and this year successfully staged the National Convention on Quality (NCQ) in October and the Fiji Business Excellence Awards (FBEA) in November. This year 25 organisations applied for recognition at the FBEA and 26 organisations were recognised at the awards night.

The NCQ has become an important event in the calendar of events of the National Training and Productivity Centre. NCQ has for the past 21 years provided the forum for discussion and learning on the practical aspects of improving productivity through the use of techniques like Quality Control Circles (QCC). It is undoubtedly the premier event on Quality for productivity practitioners and for audiences wishing to learn and benchmark.

Team Rhizome from FEA, had the opportunity to represent Fiji and participate at this year's International Exposition on Team Excellence (IETEX) which provides a platform for quality experts, quality circles practitioners and enthusiasts from all over the world to learn from the experiences and good practices of international organisations and teams. Team Rhizome was recognised with the 3 Star rating at the IETEX.

This is demonstrative of FNU's on-going commitment to provide local companies with international benchmarks and best practices to help sustain local organisations competitiveness.

A total of 10 organisations participated at this year's Competitive level Category out of which 5 participated for the first time at the National Convention on Quality.

Fiji Business Excellence Awards

The Fiji Business Excellence Awards (FBEA) is a set of prestigious national awards designed to improve productivity and quality in organisations in Fiji. The Awards was introduced in Fiji to promote business excellence by providing a Framework or Criteria for assessment that is based on similar principles as other Business Excellence (BE) or Quality Awards throughout the world.

The vision of the Fiji Business Excellence Awards Secretariat, which has the responsibility of administering the Awards program, is to create

world-class organisations and to bring a better quality of life for our people. This vision goes beyond the competitive performance of organisations to embrace the concept of all in Fiji working together to create a clean, safe, fair and prosperous society. The Fiji Business Excellence Awards has come a long way from its humble beginnings, to the successful awards system that it is today.

Over the last eighteen years, FBEA has presented a total of 214 awards to 102 applicants. We also received a record number of 32 applications from organisations that had applied for recognition out of which 26 were recognised at the awards night. Many organisations have gained greatly from implementing the Fiji Business Excellence Awards framework as an Organisational Self-Assessment tool.

The growing interest in the Fiji Business Excellence Awards has resulted in the record number of 140 Evaluators trained in 2017. Over the years, we have recruited record number of 426 evaluators who have in return become an integral part of their own organisation's growth.

The competency of these Evaluators has always been of great importance to the whole awards process and we were fortunate this year to have the training facilitated by a Business Excellence expert from Singapore, Mr. George Wong. This year's evaluators were from more than 70 organisations in the country and we acknowledge their never-ending support.

The Fiji National University through the National Training and Productivity Centre, as Secretariat of the National Convention on Quality Awards and Fiji Business Excellence Awards - Our Vision remains - to enhance productivity and excellence in Fiji; and our Aim is to help Fijian organisations attain world class quality in products and services. The broad functions of NTPC make our challenges immense but we see through these as opportunities, so we have to be creative and innovative in our approach.

The NTPC is continuously reviewing its processes and business model so that we are efficient, productive and sustainable.

As the National Productivity Organisation of Fiji, the expectation is very high for our organisation to lead by example. With the support from the University and our major stakeholders, the NTPC is optimistic

that we would continue to effectively carry out our mandated responsibilities in years to come.

Sustainable Livelihood Project

The Sustainable Livelihood Project under the Division of Non-Formal Education of NTPC is a Fiji Government initiative set up to promote development in rural communities through technical and vocational trainings.

The objective is to provide relevant skills to empower people to manage their resources for sustainable self-sufficient living. The benefits for rural maritime areas is that trainings are brought to their provinces, districts, villages and rural settlements.

In doing so, it hopes to impart and address the productive use of local natural resources as a means to alleviate rural poverty situations. This is also in line with the Government's National Development plan (NDP: 5-20years)

Introduced in 2012 the Project has trained 19829 people up till December 2017. This is a momentous achievement.

SLP offers a two-week basic Training in the following courses:

- ◆ Wooden House Construction/Basic Block Laying
- ◆ Basic Screen Printing
- ◆ Household Sanitary Plumbing
- ◆ Basic Floriculture
- ◆ Joinery & Coffin Construction
- ◆ Basic Business Management
- ◆ Small Engine Repair
- ◆ Basic Child & Elderly Care
- ◆ Domestic Electrical Installation
- ◆ Basic Tailoring
- ◆ Fiberglass boat repair
- ◆ Food & Beverage/Front Office Management
- ◆ Rural Stove Construction & Bread Baking
- ◆ Basic Cookery and Patisserie

The role of the Non-Formal Education (NFE) division complements the wider role of NTPC and there are clear pathways from rural training under SLP to courses and qualifications offered at FNU-NTPC.

The fourth role of NTPC is to provide training for small employers (Method B) and this is largely fulfilled by the NFE, provided through cluster trainings, flexible-distance mode training and rural trainings such as SLP.

STUDENT SUPPORT



The Office of the Registrar administers and manages the operations of the Student Academic Services, Student Support Services including Student Welfare and Disability Services, Examination Office, Student Financial Aid & Worker Scheme, Counseling Services and the University Secretariat.

The year 2017 has been one with major changes and improved processes to enhance services for all FNU students and stakeholders.

The Registrar's office is the custodian for the University Academic and Student Regulations (UASR) which through various consultation workshops and University meetings was revised and is now available on the University website.

The Office of the Registrar saw milestone achievements towards customer services in 2017 with the inauguration of the Derrick Campus Student Academic Services One Stop Service in September 2017.

Student Services

The One Stop Service offers students the following services:

Student Academic Services, ID Card Processing, Examination queries, Finance and Cashier services all under one roof. There were also new undertakings such as the launch of the online applications for graduation and cross credits which was a new undertaking for the University.

Department of Academic Services

The Student Academic Services (SAS) Department is involved in all aspects of student academic life, including admissions, enrolment, examinations, development and application of academic policies.

The SAS managed the manual and online enrolments within the given time-frame. SAS in collaboration with Information & Communications Technology (ICT) managed the online applications.

Online application for Cross Credit and graduation

Students applying for graduation or cross credit will now be able to do so online after an online system was officially launched by Vice Chancellor Professor Nigel Healey on 10th July. The new initiative was

a joint collaboration between the Office of the Registrar and ICT Department to improve quality service delivery to our students.

Since the commencement of online applications, the Office has achieved a milestone towards improved customer service. This was a new undertaking for the University and the working group contributed well to get the requirements to meet the expected standards.

Department of Student Services

FUSA Games

The Fiji University Students Association (FUSA) games were held at both the sports council and USP grounds. The Competition was conducted over a period of three days from 23rd to 25th September. The overall winner was USP with 12 gold and 7 silver followed by FNU with 10 gold and 13 silver.

Careers Fair

FNU's first ever careers fair was held on the 20th to 24th November in Nasinu Campus and 18th December 2017 in Labasa. This was held together with the gown collection for graduations to ensure that when students came to collect their gowns, they were directed to the Careers Fair venue.

The event was targeting the graduating students but it was open to all current and alumni students who were still in search of employment. The Nasinu event had graduating students and current students making use of the opportunity to meet potential employers.



Information such as characteristics that potential employees should possess, vacancies, organisation information was exchanged between the employers and students.

The Labasa Careers Fair was held on the 18th of December. The event was initially planned to be held in Katonivere Grounds but due to the bad weather, the event was held in Labasa Civic Centre.

Open Day

The Open Day was held on 20th and 21st of July, 2017 in Nasinu and Nadi Campus. Labasa Campus hosted a day's event only on the 21st of July.

The table below provides information on the number of schools and students that participated in the event at the 3 venues. The last column provides information on the participation of Year 10, Year 11, Year 12 and 13 students.

Venue	Nasinu Campus	Nadi Campus	Labasa Campus
No. of Schools	55	26	23
Year 10s	210	-	-
Year 11s	75	-	-
Year 12s	2057	844	-
Year 13s	1576	1367	-
Total No. of Students	5917	2211	1717



Disability Unit

Since its migration from the Risk Office to the Office of the Registrar, the unit's operations and services has become more centralised which has made it easier to liaise with other departments within FNU as well as its stakeholders outside of the University.

Apart from this, the incorporation of the section in the admission form where students need to declare their disability/medical condition and attach their medical reports has also aided in the identification and the facilitation of services to students with disabilities as soon as they are admitted into the university.

The unit has continued providing support to our students which is the core function. There were a few notable events which included the fifth Pacific regional conference on disability conducted by the Pacific Disability Forum in March, the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) awareness and training workshop in July and the international day for persons with disabilities in December. They were all a success and will be further elaborated upon below.

There was an increase in enrollments for students with disabilities at across all FNU including the National Training and Productivity Centre (NTPC).

Student numbers increased from 50 to over 102. They were sponsored by TSLB and undertook short courses. Majority of these students successfully completed their courses and are seeking placements.



The incorporation of a section in the admission form where students need to declare their disability/medical condition and attach their medical reports has also aided in the identification and the facilitation of services to students with disabilities as soon as they are admitted into the university.

Student support

This year saw an increase of enrollments for students with disabilities at our respective campuses particularly NTPC Centres. We saw an increase from fifty students to over 102 for short courses and all were sponsored by TSLB.

Majority of our students have completed their short courses and are currently seeking placements at employers.

On the same note, we have had three students who have completed their diploma in networking with NTPC and TAFE and graduated in December.

Services rendered for 2017 included:

- ♦ Assisted students with enlargements/typing of lecture notes;
- ♦ Liaised with relevant academic staff with regards to the classes/concerns of the students;
- ♦ Liaised with the ICT with regards to the installation of the Job Access With Speech (JAWS) and Magic software's and situation of computers at accessible locations; and
- ♦ Liaising with exam office with regards to reasonable adjustments during exams.

Fifth Pacific Regional Conference on Disability

This conference was held from 20th to 24th February in Samoa. FNU was represented by the assistant Registrar Ms. Karishma Deo and the Disability Coordinator Ms. Sovaia Coalala.

The first two days were taken up with sessions dealing with women and youth while the last three days held concurrent sessions dealing with education, technology and emerging issues such as gender, inclusivity, the convention on the rights of persons with disabilities and disaster risk and reduction.

During the conference, we were able to establish links with other universities such as University of Hawaii as well as other Disabled Peoples



Organisations (DPOs) especially those for persons with intellectual impairments as this was one of our weak areas.

United Nation's convention on the Rights of persons with Disabilities (UNCRPD) awareness and training

This event was held on the 26th of July. It was a one day event held at the holiday Inn. It was attended by forty-five (45) participants and it was a success.

The training was facilitated by Pacific Disability Forum (PDF) in conjunction with the Fiji Disabled Peoples Federation (FDPF) and its affiliates. It was attended by some of the senior management such as the Registrar, Dean of College of Engineering, Science and Technology, Director Estates and Facilities, Director NTPC, HODs and HOSs and relevant support staff.

The training was an eye opener for most of the participants as it was the first time for them to be exposed to the different types that are there and the barriers which they faced daily. At the end of the workshop, the participants received a certificate of participation.

They were also given two evaluation forms to fill in, pre training and post training to gauge how the training has impacted them. One of the recommendations was that there be another training but for senior management as they are the ones who have the final say and can make the most impact in terms of enabling change.

International Day for Persons with Disabilities

This event is normally observed on the 3rd of December every year. Since this year it fell on

Sunday, it was decided that we celebrate it on Friday the 1st of December instead. It was held at the C block car park at the Derrick Campus, Samabula.

The event was attended by more than seventy participants.

Accessibility refurbishments

In conjunction with the properties division, this project has made remarkable progress for this year. Work has completed at the Nabua, Derrick and Namaka Campuses.

Work is in progress at the Narere, Nasinu and Koronivia campuses. For each campus, emphasis is on accessible wash-rooms, ramps and reserved parking facilities. For new capital projects, these adjustments have already been incorporated.

Counselling Services

Counselling services are provided under the Office of Registrar to FNU students and staff free of charge at the major FNU centres in the Central, Northern and Western division.

There were four counsellors based at these different divisions to provide assistance through services such as individual, couple and group counselling/psychotherapy sessions; crisis intervention sessions; and outreach seminar presentations for students and staff.

The desired goal is to advance students' personal development, enhance their learning, and address their life crisis through an open and welcoming discussion in a safe, comfortable and confidential environment.

FNU Campuses	Total No. of Cases Referred in 2017	Total No. of cases Self-Initiated in 2017	Total No. of cases in 2017	Total No. of Counseling sessions in 2017
CENTRAL Pasifika, Tamavua, Derrick	132	30	162	199
CENTRAL Nasinu, Koronivia, Nabua	35	70	105	149
NORTHERN Local Timber Building, Rara Avenue, Roswa Street (From Oct 2017, whole of central)	125	73	198	285
WESTERN Ba, Lautoka, Nadi	32	62	94	139



RESEARCH



2017 has been an eventful and successful year for the operations of the research office especially with the appointment of an entirely new staff for the PVC-R Office.

Our mission is to make FNU an institution of research excellence that responds to national (and regional) development challenges.

The PVC-R Office works with the Associate Deans Research in creating an enabling environment for Research at the University through the availability of University Research Funds and incentivising for publications in ranked journals.

A consolidation of the existing health related research centres has been undertaken to ensure effective coordination and maximisation of output.

In collaboration with the Associate Deans Research and from the evidence from the Talanoa held with the public sector and dialogues with the private sector representative organisations, we have identified broad areas of Research that the Colleges and the Centre can focus on for 2018.

The PVC-R office has successfully signed MOUs with:

- ♦ Ministry of Youth and Sports for the review of the National Youth Policy (2011) and there are MoUs with Ministry of Employment, Productivity and Industrial Relations and Ministry of Women, Children and Poverty Alleviation to be signed in 2018.
- ♦ Teesside University of Middlesbrough to establish and build relationship, co-operate in a broad range of areas and to work together to gain mutual benefits
- ♦ Asia-Pacific Applied Economics Association (APAEA) for building Research Quality and Output

The PVC-R Office has also engaged in dialogue with other key stakeholders to explore other health related areas of research and development. These include:

- ♦ Royal Australasian College of Physicians (RACP)
- ♦ George Institute in Sydney, Australia
- ♦ UNDP

Major initiatives for 2018 are, to intensify research skills training for junior academics and continue with incentivising publications in ranked journals. Additionally, FNU will continue to support Higher Research Degree studies and streamline the process in a new handbook.

Efforts will also be directed to liaising with key stakeholders especially public sector agencies to identify their respective research areas to which FNU can respond.

These are important for FNU as the national university with a mandate to contribute to national development.

Pacific Sexual & Reproductive Health Research Centre (PacS-RHRC)

The Centre's work within the Fiji National University falls under the Strategic Plan's Core Area 2 - Knowledge creation and innovation and specifically on Objective 2.1 Focusing research on areas of national priority. The Centre represents a new and dynamic approach to the Sexual & Reproductive Health (SRH) research issues and challenges of the Pacific Island Countries including Fiji.

PacS-RHRC, conducts, facilitates and disseminates SRH research for evidence-based information and knowledge for policies, programs and projects; develops and increases research capacity of Pacific Islanders and, through research, identifies evolving best Sexual & Reproductive Health practices for the PICTs which are country-specific, culture and gender-sensitive and sustainable for the Pacific's future generations.

The Centre is located in Tamavua Campus, at the School of Public Health & Primary Care (SPHPC) within the College of Medicine, Nursing & Health Sciences (CMNHS).

PacS-RHRC works in collaboration with various UN Agencies (UNAIDS, UNFPA, WHO, UN Women and ILO), as well as with regional technical and academic institutions such as the Secretariat of the Pacific Community (SPC) - HIV Section, the University of the South Pacific and Pacific Islands Forum Secretariat,

ministries of health, women, education, planning and statistics in the Pacific Island Countries as well as with vulnerable communities such as youth, sex workers, uniformed services, transgender, people living HIV and others, to conduct research and build capacity for research in the Pacific region.

In 2017, the Centre wrote joint research proposals with collaborating partners, conducted research training and HIV stigma research in several Pacific Island Countries (PICs) and completed those reports as well as attended the inaugural FNU-initiated Research Talanoa with government.

The Centre also wrote a concept note to conduct a study on the experiences of gender-based violence of transgender women in Fiji and their access to justice in 2018 apart from undertaking its usual academic and research roles in the College of Medicine, Nursing and Health Sciences. The year, 2017 was indeed a fruitful one for the Centre.

From January through to March, 2017, the Centre was involved in writing joint proposals with various Departments and staff of SPHPC.

In April, 2017, the report of the Fiji HIV Stigma Index along with its 5 policy briefs was endorsed by the Fiji HIV Board and Ministry of Health & Medical Services.

This project addressed and fulfilled in a timely way, a deliverable from Fiji's National HIV Strategic Plan 2016 – 2020 and was a partnership between the Centre, UNAIDS (Pacific Sub-regional Office, Suva), Fiji Network for People Living with HIV & AIDS (FJN+) and the Global Network of People Living with HIV(GNP+).

The Centre partnered with the United Nations Development Programme (UNDP), UNAIDS (Suva Office), FJN+ and GNP+ from April through to October, 2017, to submit research and ethics proposals, train research assistants and implement a series of national HIV Stigma Index studies in Federated States of Micronesia (FSM), Kiribati, Tonga, Republic of the Marshall Islands, Palau and Vanuatu.

The Centre also provided technical support in the analysis and report writing of those studies. All studies have been completed and reports endorsed by those countries. Journal articles are forthcoming for those studies.

These studies have highlighted the high rates of stigma experienced by People living with HIV (PLHIV) in those countries including gaps in knowledge on HIV-relevant services, HIV treatment, HIV-related laws, policies and programmes including their human rights.

In May, 2017 the Centre actively participated in the Fiji National University (FNU) inaugural research talanoa session - FNU/ Public Service Research Talanoa Session: **'Engaging for Research and Development'** – between researchers and academics of FNU and representatives from Fiji's various ministries and statutory bodies.

The Centre Coordinator was later appointed to write a report of that talanoa for internal use within the University's Colleges.

Two senior academic staff members from the SPHPC (Primary Care), along with the Centre and a senior academic from the College of Business, Hospitality & Tourism Studies (CBHTS) formed a team of consultants, from Fiji National University (FNU) and placed a bid and was awarded the tender to review Fiji's 2011 National Youth Policy for the Ministry of Youth & Sports in July, 2017.

Consultations in Fiji's 4 divisions began in November, 2017 and concluded in the first week of January, 2018. This activity has also been funded by the University Research Committee (URC) and the Centre would like to acknowledge the URC and FNU for its funding support for this review.

The consultancy was reportedly successful on many fronts including the joint collaboration between 2 Colleges of the FNU, the use of the University Research Committee (URC) funding to deliver a review and an endorsed draft of the new national youth policy for the government of Fiji.

The project was also delivered in a timely way in response to a need from government. Journal articles are now forthcoming for this activity.

In September, 2017 the Centre gained a new staff member – Ms. Sanita Baleinayawa – who is the new Coordinator for the Tropical Diseases Research (TDR) Project – a partnership between the School (SPHPC), James Cook University and the Global Fund Grant Management Unit (TB) and Fiji's Ministry of Health & Medical Services (Public Health & National Tuberculosis (TB) Programme).

The main objective of the project is to build implementation/operational research capacity through a mentorship programme for Fiji nationals in areas of health research with a special focus on TB.

A total of 20 research fellows have been registered into this project and the Centre wishes all fellows, their mentors, the trainers and the whole project every success.

The Centre wrote and submitted a joint concept note (partnering with an NGO – Hauz of Khameleon) for funding in October, 2017, to conduct a study on Violence Experienced by Transgender Women in Fiji and their Access to Justice to UN Women, Fiji Women's Rights Movement and the European Union.

The resultant research and budget proposals were successful and the Centre conducted a scoping activity to finalise research logistics as well as a transgender population estimation exercise in November, 2017. The study is planned for implementation in January, 2018.

Finally, the Centre has served its other roles within the School and College including supervision of Masters Students, providing lectures and sexual and reproductive health information to staff and students, and assistance and participation at

School and College Research and Ethics Committee (CHREC) meetings, attendance at College Academic Boards (CAB) and planning meetings.

Our target in 2018

For the year 2018, the Centre is looking forward to a few research collaborations that will address Fiji's national health issues including Non-communicable Diseases (NCDs) and its relationship with Sexual, Reproductive Health (SRH), health-seeking behaviours of reproductive-aged men and women in Fiji as well as establishing the increase in sexual violence in the country. Both issues are important because they address socio-cultural and economic development in the country.

Secondly, the Centre will be partnering with the School of Public Health & Primary Care (SPHPC) to build research capacity on the use of the SPSS by academic staff in various Colleges of the University for 2018.

Finally, the Centre will begin 2018 by conducting research on gender-based violence experienced by transgender women in Fiji and their access to justice. It is hoped that the results of the study will address Gender Based Violence (GBV) issues and gaps for the women in this country.



INFORMATION AND COMMUNICATION TECHNOLOGY

In 2017 the Division of Information and Communication Technology (ICT) dedicated a fairly significant amount of time undertaking planning and realigning its technology development plan to support the University's digital transformation program.

This assisted sections within ICT to make improvements on its services provided to all departments across the Fiji National University.

The Division also was extended a full membership of the Council sub-committee Physical and Virtual Resources Committee (PVRC). This committee was previously known as Physical Resource Committee (PRC).

This enabled the Division to provide the sub-committee regular updates on ICT development plans for the University and also contribute meaningfully to the overall development of the University in the modern technological age.

Subsequent meetings led to the University Council's commitment to initiate and endorse the ICT Strategic Plan, which underpins the Division's focus on the expanded use of technology and its importance in all areas of the University.

The Division aligned its activities to meet the expectations of students and staff on the digital experience they receive on Campus, with a vision to be one of the key enablers for FNU's success, using enhanced digital environment for Teaching, Learning, Research and Administrative activities.



Other major highlights included the Government's funding of \$2.7M for high speed broadband connectivity to Australia's Academic and Research Network (AARNet).

AARNet provides unique information communications technology capabilities to enable Australian education and research institutes to collaborate with each other and their international peer communities.

This project will provide 1Gbps broadband that will support reliable digital content, e-library, research and additional online collaboration services of Zoom.

The key stakeholders of this project are AARNet the Internet provider, FINTEL the international landing station where the Southern Cross Optical Cable terminates, TFL the national broadband carrier which will interconnect FINTEL to all FNU Campuses.

Other Routing, Switching and Firewall equipment were installed and services cut-over on the 29th March 2017. The dealings with so many major players in this project and establishing an international service has been a tremendous experience for all ICT staff who were involved in this project.

The ICT team worked with the entire university community to compile requirements for a new unified Student Management System and it has been a challenging task and after a series of EOIs and Vendor presentations the RFP was finally called.

The university evaluation committee had short-listed 3 vendors and the final analysis has now finished. We look forward to a contractual signing next with the winning Bidder next and work to prepare for this massive project of having one unified system for FNU.

The teams have identified the following key areas to focus and support; Teaching & Learning, Student Campus experience, Research, Strong Governance and Operational Excellence, Data Security, ICT Infrastructure, FNU Community Engagement, Strategic Partnerships and staff skills development.

ICT is introducing new technologies including cloud based services, that will enhance education using interactive collaboration solutions.

HUMAN RESOURCES



The Human Resources Division supports the Fiji National University's vision, mission and strategic objectives through the provision of a broad range of services. Working with the FNU community, the Division strives to create a work environment where all members treat one another with respect and work towards enhancing the student experience.

The Division promotes best practices in developing and recognising outstanding faculty and staff. Operationally, the Division strives to provide HR management expertise and related administrative support to all colleges and administrative divisions.

The Division is comprised of sections which provide services covering recruitment, personnel records management, compensation and benefits administration, talent and performance management, industrial relations advisory, training and development, health and safety and risk management as well as oversight of health clinics as part of staff welfare.

Key Achievements

In 2017, the Division has made some major strides under the guidance of the then Consultant Director of Human Resources, Mr Jonathan Cartmell. These include:

- ◆ In November 2016, HR presented an initial discussion paper to SMG regarding potential changes to the existing 47 HR policies. Policy redrafts started in 2017 and following a process of internal consultation HR is planning to bring a finalised set of HR policies for approval in 2018.
- ◆ In January 2017 HR Division coordinated an exercise to implement a consistent organisational structure across the five Colleges. Previously, each college had its own pre-merger organisational design. This inconsistency between colleges had been left unaddressed from the time of the University's founding with the resulting effect that considerable inconsistencies had been perpetuated. The restructure ensured consistency by way of a common school-department model for each college. This facilitated the appointment of Heads of School and Heads of Department on standardised terms and conditions. The new structure for colleges was subsequently approved by Senate. The new structure is consistent with approaches adopted by established universities around the world and is seen as a best practice model for academic administration.

- ◆ The support divisions were also re-organised to become more relevant for the growing needs of the University. The old Division of Properties and Facilities was reconstituted into two new divisions: Division of Estates and Facilities (DEF) and Division of Capital Projects and Infrastructure (DCPI). As there are numerous new building construction projects being undertaken at present and in the pipeline, it was necessary to establish the DCPI to project manage and ensure that quality capital works outcomes are achieved. The DEF's role is to primarily specialise in managing repairs and maintenance as well as running of hostels, cafeterias and fleet management. These divisions specialisation brings about greater efficiencies for the University.
- ◆ Another development was the creation of a new Division of Marketing and Communications to improve the University's brand through better marketing, communications and public relations through alumni engagement. Most established universities have a distinct and well-resourced Division such as this to enhance their brand building initiatives. With its establishment, the University can look forward to more robust stakeholder engagement.
- ◆ Conducted focus groups to canvass staff suggestions on improving three areas needing improvements: lack of pay competitiveness, lack of physical resources and supervisory effectiveness. These areas were identified as major areas needing attention through a staff survey carried out in late 2016. This exercise identified key motivators essential for gaining support for change and improvement processes. Staff suggestions harvested from the focus groups will now shape future HR strategies all of which will be geared towards achieving higher performing and more motivated workforce. The focus group participants consisted of both academic and support staff members who volunteered to contribute ideas on how to improve the three areas needing attention identified in the staff survey. The key contributions from these focus groups were ideas for improving salaries based on market based remuneration, improving physical resources especially teaching spaces through the construction of new purpose built teaching facilities, and the provision of rigorous supervisory training for supervisors to enable them to gain knowledge of contemporary management practices.



- From March to June 2017 FNU took its first steps toward addressing the most significant issue affecting staff motivation i.e. its lack of pay competitiveness. The HR Division played a pivotal role in working with consulting firm PWC to conduct the first comprehensive Job Analysis, Evaluation and Benchmarking exercise across the University. This three phase exercise is necessary for attracting and retaining a talented work capable of building the University into a high performing institution. Through this exercise the University has improved its rewards mechanism primarily by paying competitive market salaries to academic and support staff. Through this initiative, FNU has markedly improved its position in its ability to attract and retain quality talent. It should be noted that despite the uplift in salaries, the University still lags behind University of South Pacific, its main competitor in this respect. The University is still not in a position to pay full market rates as yet due to financial constraints but it is working to become more competitive in future contingent upon its finances.

Our target in 2018

HR Division through an internal review came to the realisation that it had to move from being a mainly HR administration and compliance role to becoming a strategic partner providing HR strategy advice to revenue and cost centres in line with contemporary HR practices at established universities.

Towards this end, HR sought and received approval from senior management to refocus HR efforts so as to becoming more a strategic partner rather than a processing service bureau to its internal clients.

To do this effectively, HR will need to set up distinct units to provide strategic advisory services in learning and development, change and performance, compensation and benefits as well as in risk, business continuity and safety management.

Further, to create a client focused modus operandi, dedicated HR advisors will be assigned to revenue and cost centres. This model will create a culture of partnership between HR and its internal clients going forward.

With the anticipated changes, HR is on the path of becoming a credible business partner working side by side revenue and cost centres to achieve FNU's strategic aspirations.

Annual Function

The 2017 Annual Function theme was “Glitz and Glamour in Green and Gold”

This event organised by HR was held simultaneously in three different locations on the evening of 9th December starting from 6pm to 11pm.

- ◆ FMA campus for Central staff
- ◆ Gurbachan Swimming pool side for the North staff
- ◆ Natabua Campus for the Western staff

This annually anticipated function was well attended by staff in all three centres. The function is normally timed after graduations and before staff go for annual leave. It is usually an opportunity where all staff come together as one, enjoy each other's company and also appreciate the hard work s Team FNU. The event is sponsored by the University as a show of appreciation and gratitude towards staff for they tireless work put in during the year.

This dinner for staff was preceded by the **FAMILY FUN DAY** which was held during the day between 10am to 4pm.

The aim of the Family Fun Day is to get to know each other, our spouses and families and enjoy the day together as one big FNU family. The Central campuses spent the day at MY SUVA PARK and organised kids fun games, dances and quizzes.

There was a Wellness Walk to start the day off. This was organised from the Suva Bowling Club to My Suva Park starting at 9am. There was a medical team on hand to do medical screening and a warm up before the walk started. Despite the slight drizzle, many braved the weather and completed the walk while others proceeded to My Suva Park.

For the West Campuses, the event was celebrated at Natabua Campus, Lautoka with bouncing castles for kids, fun games and volleyball for the older children at the courts. There was also a mock fire drill conducted by the National Fire Authority (NFA) to create awareness regarding safety during the event of a disaster.

The staff based at Labasa Campus organised a picnic to Korovatu Beach. Similar to other centres fun games and activities were organised for children and staff.

Reports received from all centres indicate that both staff and their families thoroughly enjoyed the events organised by the university.



LIBRARY



The University Library at the Fiji National University has been an integral part of Learning, Teaching and Research. The Fiji National University Library consists of Central Library located in Nasinu Campus and other fourteen specialised libraries across the country.

The Library is open seven days a week and provides variety of services including well developed reference services. The Library continues to strengthen its collection, resources and services in order to become even more attractive and reliable. In 2017 the Library noticed a change in the demand of information.

This change was not regarding the quality of information, however the quality and the mode of delivery of the information. The FNU libraries introduced the concept of 'Open Learning Commons' for integration of a variety of educational services into a common location with 15 branch libraries and over 200,000 titles, the University Library is now moving towards fully Digital Library.

The Libraries in 2017 reviewed and removed text that were not relevant and is working towards replacing the lost text with new version of text digitally. With the advancement in the digital library the University library is now able to reach out to more users than ever before.

SILVER AWARD FOR INTERNAL QUALITY CIRCLE COMPETITION (2017)

The FNU Derrick Campus, Samabula library staff participated in the 2017 'Internal Quality Circle Competition' and strode away with a silver award.

The team was called Derrick Roses and comprised of six team members who applied 5S to all sections of the Derrick Campus, Samabula Library and created an ergonomic environment for the library users as well as for the library staff.

It was made easier for users to search for information through FNU library database and locating resources from book shelves. This was achieved via team members conducting database training for the academic staff and the students.

They used 5S in arranging things in order in its right place with proper labeling making easier to locate items. The staff efficiency improved while serving the users as it was easier to locate items and circulation services was well organised.

The team is in the process of implementing 5s throughout all FNU campus libraries.

REVAMPING LIBRARY COLLECTIONS

In 2017, 1372 library books have been purchased and processed for academic use and the FNU Library subscribed to 5 new e-Databases to support teaching and learning.

The subscriptions for new e-Databases are: The New York Academy of Medicine, Science Direct (Health and Life Science Collection), Access Physiotherapy, Alexandra Street Premium and Safety Care. The FNU Library also subscribed the 'British Library on Demand Service' for research articles and enhancement for the academic community.

All the FNU libraries have carried out the major weeding process and create the partly space for 'Open Learning Commons' design and concepts. The library conducted a 'Book Exhibition' to demonstrate the materials and hundreds of user's was benefited from different section and learn much about the different kind of information sources and uses.

In addition to this, the Library also requested for trial access of 12 e-Databases to gain access to more than 200,000 journals.

STRATEGIC LIBRARY PLANNING WORKSHOP (2017)

The Library organised a two-day 'Strategic Library Planning Workshop' for all library staff on learning commons and the role of library professionals on the 23rd and 24th September, 2017 at the FNU Namaka Campus.

Guest speakers and senior library staff provided great contribution towards the workshop by sharing learning common concept, role of FNU library as an academic library, areas of improvement required by the FNU Library, changing role of all FNU library staff and assisted library with short term Strategic Plan.

It was a successful workshop as the short term strategic plan prepared during the workshop was implemented immediately after the workshop to effectively deliver quality library services to the users.

CORPORATE SOCIAL RESPONSIBILITY



Students and staff join forces to assist affected community

A 17-member team from the College of Engineering, Science and Technology (CEST) undertook a construction rehabilitation project at Namacu village, Koro Island that was affected by Cyclone Winston.

The team comprised of 5 staff and 12 students who volunteered to repair 81 homes with assistance from the villagers.

Team spokesperson Vane Seruvakula, Lecturer 1 in Building and Civil Engineering, said the project provided an opportunity for villagers to learn carpentry skills which they could use to assist with rehabilitation works for the rest village affected by the cyclone.



FNU contributes towards needy cause



The Fiji National University made a donation of \$20,000 to the Foundation for the Education of Needy Children (FENC) Fiji from the funds collected during the 2016 Vodafone Fiji Hibiscus Festival.

This was the largest donated sum to an organisation from the total distribution of \$136,979.00 to a number of organisations. Miss FNU Reijeli Vueti, who was crowned Miss Charity during 2016 Hibiscus Festival, collected a total of \$41,216.68.

The cheque was presented to FENC Fiji by Vice Chancellor Professor Nigel Healey in the presence of the Minister for Local Government, Housing & Environment, Infrastructure & Transport Honourable Parveen Kumar.

REGIONAL AND INTERNATIONAL STUDENTS



The Development Office was established for the purpose of supporting the implementation of the University's core strategic areas of teaching, learning and research. Specifically, the Development Office was tasked to coordinate the management of partnership agreements with international, regional and local organisations.

In 2017, a total of 25 partnership agreements were signed for a variety of reasons, mostly for the purpose of Student Exchange, Student Practical Learning, Research and Development, Staff Teaching and Training and Research. These activities brought our total partnership agreements to over 80.

2017 was indeed an exciting year for the Development Office as we entered into partnership with two renowned European Universities (Masaryk University - Czech Republic and Valladolid University - Spain) under the new Erasmus+ funding.

This gave opportunities for FNU staff and students to go on semester long exchange programmes and staff exchange. The University is now placing more emphasis on international partnership and mobility and encouraging its staffs and students to be actively engaged in research and teaching.

Moreover, under the Institutional Research and Planning Office, the International Relations Office was established to cater and manage the international mobility projects.

The International Office currently coordinates three Erasmus+ partnership Agreements and the ECCAM (Education for Climate Change Adaptation and Mitigation) scholarship project. A total of 40 staff and student from the various partnership institutions under the mobility and scholarship projects were mobilised through the International Relations Office by the end of 2017.

In addition to the activities listed above, the Development Office has submitted a total of 3 International Projects in conjunction with external

partners for internationalisation, student experience and development purposes.

Such funding proposals add up to the list of requests made to the development partners and to the Fiji Government through Capital Grant, bilateral and unilateral arrangements. The International Relations and Development Office also provides support to the five (5) main Colleges in putting together project proposals for funding submissions and its implementation.

In terms of challenges, the Development Office had to scale back on its planned activities because of priority in Tropical Cyclone Winston recovery works. The FNU Lautoka Hospital project which we were developing, had lost its grant allocation.

Furthermore, we could not extend on an existing Japanese grass-root project, again due to the reorganisation of donors funding areas for post Cyclone rehabilitation.

Another challenge we currently face are the inactive partnerships that we have. This will be part of the review process for next year to identify the inactive agreements and consider closing or re-initiating partnerships due to limited collaboration between the parties involved.

Our target in 2018

One of the important activities instigated in 2017 was the need to have a proper diligence and approval process before any formal agreement is signed off.

Part of this work involved consultations with Colleges/Centres to consider issues such as partnership benefits, cost implications and potential risks involved before partnership agreements with external partners are endorsed.

Moreover, an international office is earmarked to be established within the Institutional Research and Planning Office by the end of 2018.

FINANCIAL STATEMENTS

2017 FINANCIAL OVERVIEW

The University recorded positive financial results for the year, achieving an operating surplus of \$12.4m, compared to \$0.25m projected in the budget and compared to \$15.5m in 2016. This operating surplus includes restricted items that cannot be spent on day-to day operations.

The restricted items (such as capital expenditure grants, donor/project income & Expenditure, 10% of tuition fees set aside for capital development purposes, Levy Income and Grant payment expenses) if excluded, the University recorded an operating surplus of \$2.1m in 2017 compared to a loss of \$1.3m in 2016.

During the year, the net assets grew by \$13.6m, from \$282.4m in 2016 to \$296.1m in 2017.

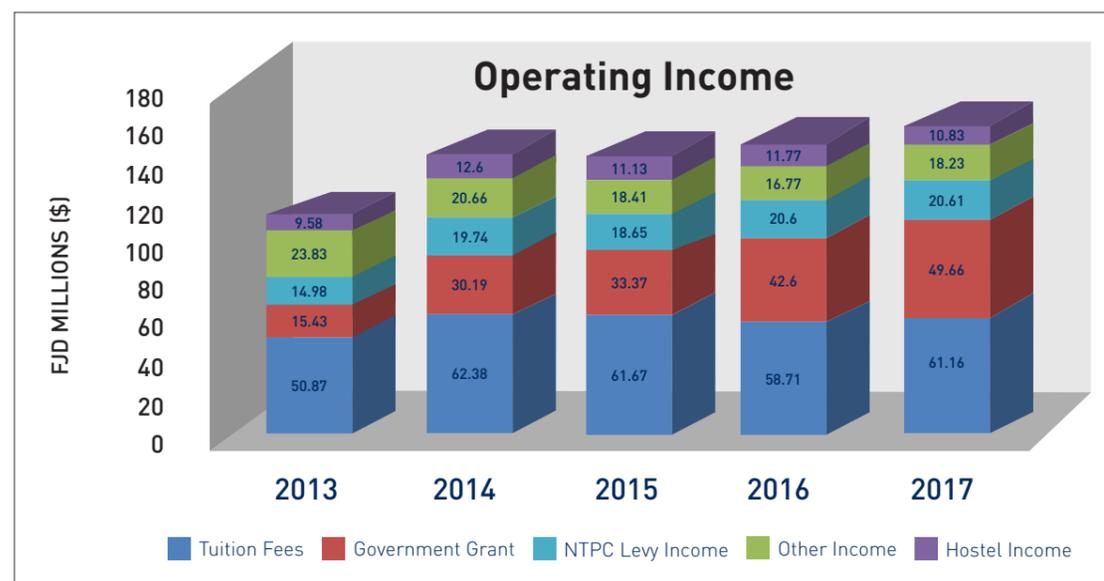
The key highlights for the 2017 financial year are as follows:

	2017 \$M	2016 \$M	Change \$M	Change %
Operating Revenue	160.5	150.4	10.1	6.7
Operating Expenses	148.1	134.9	13.2	9.8
Operating Surplus	12.4	15.5	(3.1)	(20.0)
Adjusted for: Restricted Items	(10.3)	(16.8)	6.5	38.7
FNU Operating Surplus	2.1	(\$1.3)	3.4	261.5

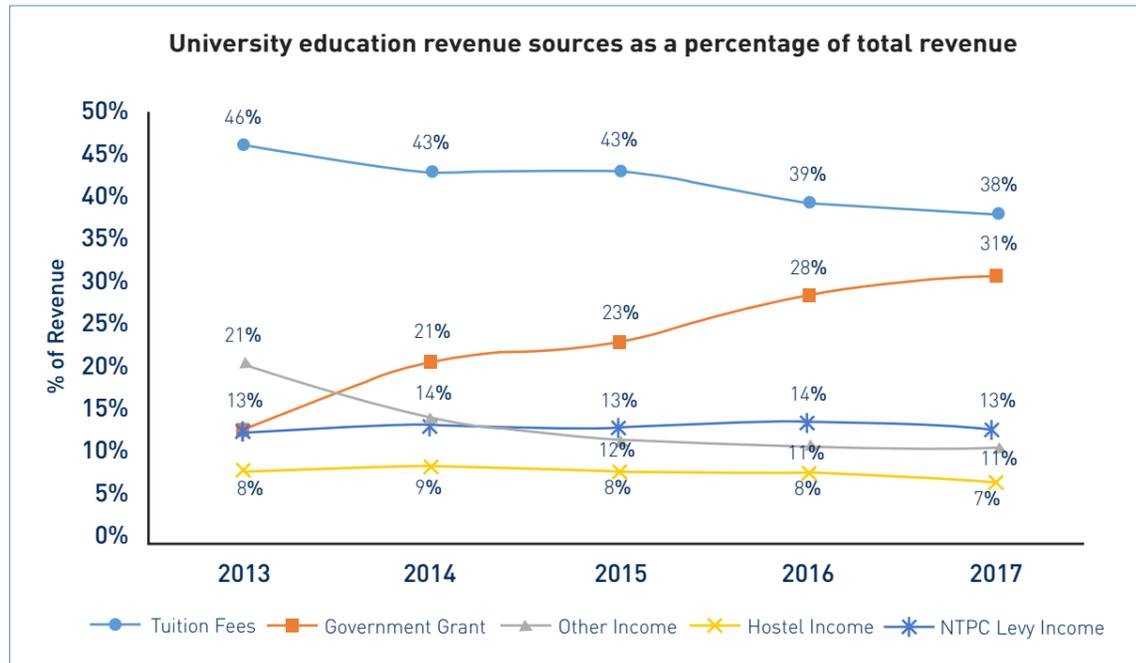
INCOME

Income for 2017 increased by 6.7% to \$160.5m from \$150.4m in 2016. Not all components of income have increased. There was a decrease in hostel income by 8.0% to \$10.83m from \$11.77m in 2016. This can be attributed to major renovations being carried out in the student accommodation blocks and reduction in number of beds after the compliance audit. However, the major components which showed increase to income were:

- ◆ Government Grant which increased by 16.6% to \$49.66m. This was greatly attributed to the increase in grant for the AARNet (Australian Academic and Research Network) Project and the R&M works to enhance the learning commons of the University.
- ◆ Tuition Fees increased by 4.2% to \$61.16m from \$58.71m in 2016. This is largely due to increase in EFTS by 7.6%.
- ◆ Other Income comprising of consultancy income, enrolment fees, dividend income and trading activities has increased by 8.7% to \$18.23m from \$16.77m in 2016.

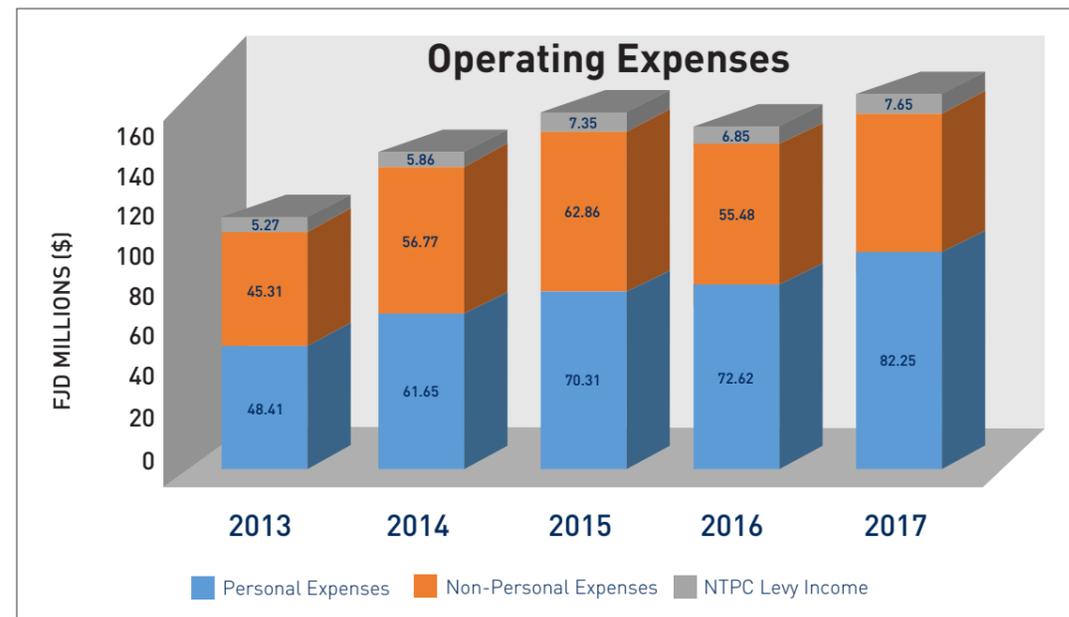


Income from tuition fees at 38% remains the highest percentage of revenue source for the University. There is a continued growth of income from government grants over the last 5 years. Tuition income and government grant contribute approximately 70% of the revenue source for the University.

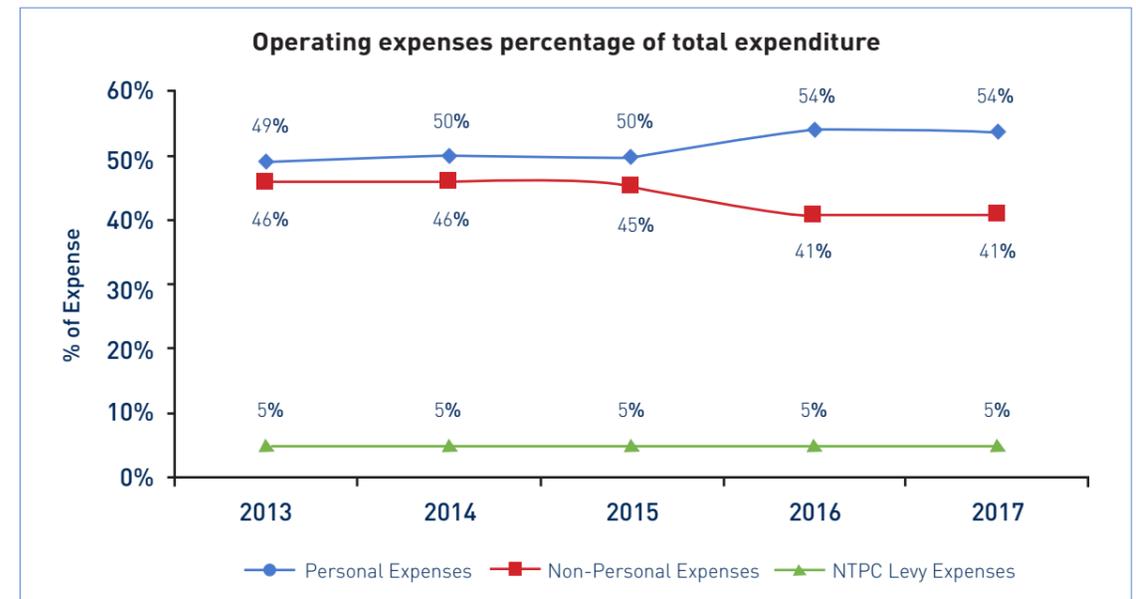


EXPENDITURE

Total operating expenses increased by 9.7% in 2017. The major contributing line item is the employee related expenses which increased by 17.4% in comparison to 2016. This was attributed to the Job Evaluation Exercise carried out by the University and the increases are noted in Wages & Salaries, superannuation and Staff Allowances.



The personnel cost for the University is 54% of the total expenditure.



CASH FLOW AND FINANCING

The University generated \$20.5m of net cash flow from the operating activities, compared to \$26.4m in 2016. The decrease is largely attributed to payments to suppliers and employees.

The University spent \$10.6m on capital expenditure. Overall, there was a net decrease in cash and cash equivalent of \$6.4m compared to a net increase of \$20.1m in 2016.

The available cash reserve at the end of the year was adequate to operate the University for 2.9 months, slightly below the required 3 months of reserve.

FINANCIAL POSITION

The University's financial position remains strong as at 31st December 2017, with its net assets of \$296.05m, a slight increase of 5% compared to 2016 of \$282.48m.

The Capital Assets of \$217.3m includes investment in land, buildings and equipment and represents 62% of the University's total assets. The increase in total assets was driven primarily by growth in cash. There was an overall improvement in debtor collections during the year.

CONCLUSION AND FURTHER OUTLOOK

The 2017 financial result shows that the University continue to improve its financial performance. It will continue to exist as a going concern and remains sustainable over the long term. The position might change if there is a significant changes to its main revenue sources.

Nilesch Prasad
Director Finance

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2017

Fiji National University
Financial Statements

For the year ended 31 December 2017

CONTENTS

Statement by appointed officers	102
Council's report	103
Independent auditor's report	106
Statement of comprehensive income	108
Statement of financial position	109
Statement of changes in equity	110
Statement of cash flows	111
Notes to the financial statements	112
Disclaimer	134
Statement of comprehensive income -restricted vs. unrestricted income	135

Fiji National University

Financial Statements

For the year ended 31 December 2017

Statement by Appointed Officers

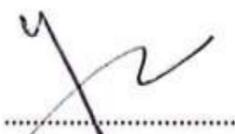
In our opinion, the accompanying Financial Statements give a true and fair view of the financial position of the Fiji National University as at 31 December 2017 and of its financial performance for the year ended on that date.

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

Dated at Suva, this 27th day of June 2018.



Iqbal Jannif
Chancellor & Chair of Council



Uday Sen
Chair, Financial Resource Committee



Nilesh Prasad
Director Finance

Fiji National University
Financial Statements

For the year ended 31 December 2017

Name	Title	Appointed / resigned
Mr. Iqbal Jannif	Official Member & Chancellor / Chair / Chair LPC	Appointed Chair of Council - 21/04/15. Term ends - 30/6/18
Mr. Uday Sen	Appointed Member / Deputy Chair / Chair FRC	Appointed 01/1/17-30/6/18
Prof. Nigel Healey	Official Member / Vice Chancellor	Appointed 1/8/16
Mr. Iowane Tiko	Official Member/PS Education, Heritage & Arts	Appointed 1/1/16-28/1/18
Mr. Nesbitt Hazelman	Appointed Member / Chair NTPCAB	Appointed 01/1/17-30/6/18
Mrs. Silina Waqa Ledua	Appointed Member / Chair HRC	Appointed 01/1/17-30/6/18
Mr. Robinson Prasad	Appointed Member / Chair Audit & Risk	Appointed 01/1/17-30/6/18
Mr. Rajeshwar Singh	Appointed Member	Appointed 01/1/17-30/6/18
Mr. Kamlesh Prasad	Appointed Member	Appointed 01/1/17-30/6/18
Mr. Solomon Nata	Appointed Member	Appointed 01/1/17-30/6/18
Mr. Warren Yee	Appointed Member / Chair PRC	Appointed 01/1/17-31/12/17
Prof. Anand Tyagi	Elected Member - Professorial Rep	Appointed 06/2/17-31/12/17
Prof. Rajendra Prasad	Elected Member - Professorial Rep	Appointed 06/2/17-30/6/18
Prof. Ram Karan	Elected Member - Deans Rep	Appointed 06/2/17-30/6/18
Dr. Maheswara Valluri	Elected Member - Non Professorial Rep	Appointed 20/2/17-31/12/17
Dr. Mumtaz Alam	Elected Member - Non Professorial Rep	Appointed 6/3/18-31/12/18
Mr. Ledua Tamani	Elected Member - Non Professorial Rep	Appointed 20/2/17-30/6/18
Mr. Ketan Lal	Elected Student Rep	Appointed 06/2/17-31/12/18
Mr. Avish Deo	Elected Student Rep	Appointed 06/2/17-31/10/17
Ms. Margaret Gabriel	Elected Student Rep	Appointed 01/1/18-31/12/18
Mr. Shanal Kumar	Elected Student Rep	Appointed 01/11/17-31/12/17

* At the time of signing of the report, the PS for Education, Heritage & Arts was Ms Alison Burchell.

Formation of Fiji National University

Fiji National University ("the University") was established by the Fiji National University Decree 2009 (as amended by the Fiji National University (Amendment) Decree 2010) ("the FNU Decree").

Principal Activities

The principal activities of the University are the provision of post-secondary programmes of study in higher education, technical, vocational education and training that are responsive to the needs of industry, the market place and non formal sector of employment to students from Fiji and other countries in the South Pacific region.

Results

The operating surplus for the financial year was \$12,355,844 (Restated 2016: \$15,797,519).

Bad and Doubtful Debts

Prior to the completion of the University's financial statements, the Council members took reasonable steps to ascertain that action has been taken in relation to making of provision for doubtful debts. In the opinion of Council members, adequate provision has been made for doubtful debts.

As at the date of this report, the Council members are not aware of any circumstances, which would render the amount written off for bad debts, or the provision for doubtful debts in the University's financial statements, inadequate to any substantial extent.

Non Current Assets

Prior to the approval of the financial statements of the University, the Council members took reasonable steps to ascertain whether any non-current assets were unlikely to realise in the ordinary course of business their values as shown in the accounting records of the University. Where necessary, these assets have been written down or adequate provision has been made to bring the values of such assets to an amount that they might be expected to realise.

The Council believes that all property, including leasehold land, has been vested into the University under the FNU Decree. However, the Council notes that the finalisation of boundaries and allocations of land leases to certain properties have not been completed as at the date of this report. As a result, these financial statements include a number of estimates as explained in Note 13. The Council has made every effort to complete this process and is confident that the transfer of this remaining property will be finalised as per the FNU Decree.

Apart from the above, as at the date of this report, the Council members are not aware of any circumstances, which would render the values attributed to non-current assets in the University's financial statements misleading.

The Council notes that at the end of 2017 and at the date of this report, the University is in discussion with the following Ministries regarding outstanding grant payments to the University that were initially pledged but not paid to the University during the 2010 financial year:

- 1) Ministry of Health - \$563,602 (\$500,000 for FSM 4th quarter grant & \$63,602 short payment for FSN Grant); and
- 2) Ministry of Agriculture \$100,000 - short payment for FCA Grant.

These amounts have not been recorded as a receivable in the financial statements.

Significant Events

As at date of this report, the Council members are not aware of any other significant event, other than those already included in the financial statements.

Events Subsequent to Balance Date

There are no matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the University, the results of those operations, or the state of affairs of the University in future financial years.

Other Circumstances

As at the date of this report:

- (i) no charge on the assets of the University has been given since the end of the financial year to secure the liabilities of any other person;
- (ii) no contingent liabilities have arisen since the end of the financial year for which the University could become liable; and
- (iii) no contingent liabilities or other liabilities of the University has become or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the Council members, will or may substantially affect the ability of the University to meet its obligations as and when they fall due.

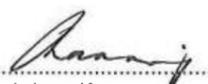
As at the date of this report, the Council members are not aware of any circumstances that have arisen, not otherwise dealt with in this report or the University's financial statements, which would make adherence to the existing method of valuation of assets or liabilities of the University misleading or inappropriate.

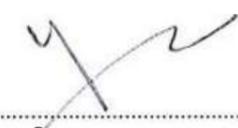
Council Members' Benefits

No Council member has received or become entitled to receive a benefit (other than those disclosed in the financial statements) by reason of a contract made by the University or by a related corporation with the Council member or with a firm of which he/she is a member, or with an entity in which he/she has a substantial financial interest, except members who have a contract of employment with the University.

For and on behalf of the Council and in accordance with a resolution of the Council members.

Dated at Suva, this **27th** day of **June** 2018.


Ikbal Jannif
Chancellor & Chair of Council


Uday Sen
Chair, Financial Resource Committee

Independent Auditor's Report

To the Council of the Fiji National University

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of The Fiji National University ("the University"), which comprise the statement of financial position as at 31 December 2017, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the University as at 31 December 2017, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

Emphasis of Matter

Without qualifying the opinion expressed above, we draw attention to Note 13 of the financial statements which describes the uncertainty related to the finalization of the transfer of lease arrangements to the University in respect of certain leasehold land assets that were vested in the University under the Fiji National Decree 2009 (as amended by the Fiji National University (Amendment) Decree 2010). The transfer of these lease arrangements has not been completed at the date of approval of these financial statements.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISA). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the University in accordance with the International Ethics Standards Board for Accountant's Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Fiji and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the University Council and management for the Financial Statements

The University Council and management are responsible for the preparation and fair presentation of the financial statements in accordance with IFRS, and for such internal control as the University Council and management determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the University Council and management are responsible for assessing the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the University Council and management either intend to liquidate the University or to cease operations, or have no realistic alternative but to do so.

The University Council and management are responsible for overseeing the University's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISA will always detect a material misstatement when it exists. Misstatements can arise from fraud and error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Independent Auditor's Report

Auditor's Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with ISA, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- ◆ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ◆ Obtain an understanding of internal control relevant to the audit 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 University's internal control.
- ◆ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ◆ Conclude on the appropriateness of the University Council and management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures, are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University to cease to continue as a going concern.
- ◆ Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the University Council and management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the University Council and management with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Fiji National University Decree 2009, in our opinion:

- a) Proper books of account have been kept by the University, so far as it appears from our examination of those books;
- b) the accompanying financial statements:
 - ◆ are in agreement with the books of account; and
 - ◆ to the best of our information and according to the explanations given to us, give the information required by the Fiji National University Decree 2009 in the manner so required.

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



Ernst & Young
Chartered Accountants



Sikeli Tuinamuana
Partner
Suva, Fiji
27 June 2018

Fiji National University
Statement of Comprehensive Income
For the year ended 31 December 2017

	Notes	2017 \$	Restated* 2016 \$
Income			
Fiji Government operating grant		49,655,854	42,604,331
Student tuition fees	6	61,160,835	58,707,894
Project income	7	2,871,525	4,726,896
Hostel income	9	10,832,775	11,771,168
NTPC levy income	26 (b)	20,612,437	20,604,248
Other income	8	11,582,574	10,669,235
Total income		156,716,000	149,083,772
Expenses			
Employee related expenses	10	(85,251,458)	(72,618,989)
Other operating expenses	11	(44,562,358)	(44,469,502)
Depreciation and amortisation	13,15	(10,682,877)	(11,009,317)
NTPC levy expenses	26 (b)	(7,646,379)	(6,847,673)
Total expenses		(148,143,072)	(134,945,481)
Finance income	12	3,782,916	1,659,228
Operating Surplus before income tax		12,355,844	15,797,519
Income tax expense	3(l)	-	-
Operating surplus for the year		12,355,844	15,797,519
Movements in fair value of available for sale of financial assets		1,221,920	619,912
Total comprehensive income for the year		13,577,764	16,417,431

* Certain amounts shown here do not correspond to the 2016 financial statements and reflect adjustments made. Refer to Note 2 (e).

The accompanying notes form an integral part of this Statement of Comprehensive Income

Fiji National University
Statement of Financial Position
As at 31 December 2017

	Notes	2017 \$	Restated* 2016 \$
Current assets			
Cash and cash equivalents	16	82,777,820	89,152,207
Trade and other receivables	17	16,724,013	21,140,085
Inventories	18	588,877	894,271
Other financial assets	19	30,568,842	13,543,479
Other assets	20	4,477,915	2,087,828
Total current assets		135,137,467	126,817,870
Non-current assets			
Property, plant and equipment	13	206,738,111	206,939,311
Biological assets	14	35,227	200,000
Intangible assets	15	457,743	485,233
Other financial assets	19	10,107,505	8,552,860
Total non-current assets		217,338,586	216,177,404
Total assets		352,476,053	342,995,274
Current liabilities			
Trade and other payables	23	21,718,140	25,057,090
Employee benefits	24	4,556,281	3,148,967
Deferred income	22	3,119,846	2,519,221
Deferred levy liability	26	10,258,491	7,703,353
Total current liabilities		39,652,758	38,428,631
Non-current liabilities			
Deferred income	22	15,207,867	18,878,754
Employee benefits	24	1,864	141,410
Unexpended project income	25	1,560,559	3,071,238
Total non-current liabilities		16,770,290	22,091,402
Total liabilities		56,423,048	60,520,033
Net assets		296,053,005	282,475,241
Equity			
Other contributed equity	21(a)	188,856,243	188,856,243
Fair value reserve	21(b)	3,530,367	2,308,447
Retained earnings		103,666,395	91,310,551
		296,053,005	282,475,241

* Certain amounts shown here do not correspond to the 2016 financial statements and reflect adjustments made. Refer to Note 2 (e).

The accompanying notes form an integral part of this Statement of Financial Position

Fiji National University
Statement of Changes in Equity
For the year ended 31 December 2017

	Other contributed equity \$	Fair value reserve \$	Retained earnings \$	Total equity \$
Balance at 1 January 2016	188,856,243	1,688,535	75,513,032	266,057,810
Comprehensive income for the year				
Operating surplus for the year	-	-	15,797,519	15,797,519
Movement in fair value of available for sale financial assets	-	619,912	-	619,912
Total comprehensive income for the year	188,856,243	619,912	15,797,519	16,417,431
Transactions with owners of the University, recognised directly in equity				
Balance at 31 December 2016	188,856,243	2,308,447	91,310,551	282,475,241
Balance at 1 January 2017	188,856,243	2,308,447	91,310,551	282,475,241
Comprehensive income for the year				
Operating surplus	-	-	12,355,844	12,355,844
Movement in fair value of available for sale financial assets	-	1,221,920	-	1,221,920
Total comprehensive income for the year	-	1,221,920	12,355,844	13,577,764
Balance at 31 December 2017	188,856,243	3,530,367	103,666,395	296,053,005

The accompanying notes form an integral part of this Statement of Changes in Equity

Fiji National University
Statement of Cash Flows
For the year ended 31 December 2017

	Note	2017 \$	2016 \$
Cash flows from operating activities			
Fiji Government grants received		49,472,521	44,342,676
Receipts from employers in respect of levy		22,187,627	16,731,271
Receipts from student fees		75,642,634	52,593,928
Receipts from trading activities		8,733,332	9,958,607
Payments to suppliers		(47,847,549)	(23,206,960)
Payments to employees		(83,983,690)	(72,349,002)
Payments of training grants to employers		(7,646,379)	(4,062,244)
Cash receipts in respect of projects		462,349	1,221,175
Interest received		3,483,941	1,164,814
Net cash flow from operating activities		20,504,786	26,394,265
Cash flows from investing activities			
Net payments for property, plant and equipment		(10,722,619)	(6,387,494)
Net proceeds from sale of biological assets		-	33,890
Net transfers to term deposits		(16,510,000)	-
Dividends received		353,446	23,295
Net cash flow used in investing activities		(26,879,173)	(6,330,309)
Net (decrease)/increase in cash and cash equivalents		(6,374,387)	20,063,956
Cash and cash equivalents as at 1 January		89,152,207	69,088,250
Cash and cash equivalents as at 31 December	16	82,777,820	89,152,207

The accompanying notes form an integral part of this Statement of Cash Flows.

1. Reporting Entity

Fiji National University (the "University" or "FNU") was established by the Fiji National University Decree 2009 (as amended by the Fiji National University (Amendment) Decree 2010) ("FNU Decree") to serve the needs of the post-secondary educational requirements for the Republic of Fiji.

The address of the University's registered office is Lot 1, 5 ½ miles Nasinu, Fiji.

2. Basis of preparation

(a) Statement of compliance

The financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) and the requirements of the FNU Decree. The financial statements were approved by the University's Council on 27 June 2018.

(b) Basis of measurement

The financial statements have been prepared on a historical cost basis except for available-for-sale financial assets that are measured at fair value. The accounting policies have been consistently applied by the University.

(c) Functional and presentation currency

The financial statements are presented in Fiji dollars, which is the University's functional currency, and are rounded to the nearest dollar.

(d) Use of estimates and judgments

The preparation of the financial statements in conformity with IFRS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of 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.

Information about critical judgments in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements is included in the following notes:

Note 13 – Property, plant and equipment

Note 28 (b) – Operating lease commitments

Note 3 (k) – Revenue recognition

Note 3 (h) – Impairment

Measurement of fair value

When measuring the fair value of an asset or a liability, the University uses market observable data as far as possible. Fair values are categorized into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- ◆ Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.
- ◆ Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- ◆ Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or a liability might be categorized in different levels of the fair value hierarchy, then the fair value measurement is categorized in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement. The University recognizes transfers between levels of the hierarchy at the end of the reporting period during which the change has occurred. Further information about the assumptions made in measuring fair values is included in the following notes: Note 14 – Biological assets.

2. Basis of preparation (continued)

(e) Correction of an error

The University has invested funds with the Unit Trust of Fiji (UTOF). The investment is designated as "Available for Sale Investments" under IFRS. In previous years, dividend income and the change in fair value arising from the investment were recorded in an equity reserve until the investment is disposed.

In the current year, the University has corrected the accounting of dividend income which should be recorded as income when received or reinvested.

The correction has been made retrospectively and details are disclosed in Note 30.

New standards and interpretations

The University applied for the first time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2017. The University has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

The nature and the effect of these changes are disclosed below. Although these new standards and amendments were applied for the first time in 2017, they did not have a material impact on the financial statements of the University. The nature and the impact of each new standard or amendment is described below:

New or amended standards	Summary of the requirements	Possible impact on financial statements
Amendments to IAS 7 Statement of Cash Flows: Disclosure Initiative	The amendments require entities to provide disclosure of changes in their liabilities arising from financing activities, including both changes arising from cash flows and non-cash changes (such as foreign exchange gains or losses).	No impact as the University does not have any liabilities arising from financing activities.

(f) Standards issued but not effective

The standards and interpretations that are issued, but not yet effective, up to the date of issuance of the University's financial statements are disclosed below. The University intends to adopt these standards, if applicable, when they become effective.

New or amended standards	Summary of the requirements	Possible impact on financial statements
IFRS 9 Financial Instruments	Requires revenue to be recognised on satisfaction of the performance obligations specified under contracts.	The University plans to adopt the new standard on the required effective date. The University will complete the assessment of the potential effect of IFRS 9 on its financial statements early 2018.
IFRS 15 Revenue from Contracts with Customers	New requirements on recognition of expected credit losses.	The University plans to adopt the new standard on the required effective date using the modified retrospective method. The University will complete the assessment of the potential effect of IFRS 15 on its financial statements early 2018.
IFRS 16 Leases	Requires operating leases to be recognised on the balance sheet.	A lessee can choose to apply the standard using either a full retrospective or a modified retrospective approach. The standard's transition provisions permit certain reliefs. The University will continue to assess the potential effect of IFRS 16 on its financial statements in 2018.

3. Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements. Certain comparative amounts have been reclassified to conform with the current year's presentation.

(a) Foreign currency transactions

Transactions in foreign currencies are translated into Fiji dollars at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated into Fiji dollars at the exchange rate at that date. The foreign currency gains or losses on translation are recognised in profit or loss.

(b) Property, plant and equipment

Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses.

Property, plant and equipment that became assets of the University on 1 January 2010 and 30 November 2010 under the FNU Decree were valued by independent valuers as at 1 January 2010 and, for TPAF, 30 November 2010. These values became the 'deemed cost' to the University.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the assets to a working condition for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, and capitalised borrowing costs. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and are recognised net within other income in profit or loss.

Subsequent expenditure

The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefit embodied within the part will flow to the University and its cost can be measured reliably. The cost of the day-to-day servicing of plant and equipment is recognised in profit or loss as incurred.

Depreciation

Property, plant and equipment, with the exception of freehold land, is depreciated on a straight line basis over their estimated useful lives.

The depreciation rates for each class of assets are as follows:

Buildings and improvements	2%	Motor vehicles	20%
Plant and equipment	20% - 33%	Computers	33%
Furniture and fittings	20%	Leasehold land	Term of lease

Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

(c) Intangible assets

IT software

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

Computer software	33%
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3. Significant accounting policies (continued)

(d) Financial instruments

(i) Non-derivative financial assets

The University initially recognises loans and receivables and deposits on the date that they are originated. All other financial assets are recognised initially on the trade date at which the University becomes a party to the contractual provisions of the instrument.

The University derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial assets that is created or retained by the University is recognised as a separate asset or liability.

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the University has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

Non-derivative financial assets of the University are classified into loans and receivables and available-for-sale financial assets.

Loans and receivables

Loans and receivables are financial assets with fixed or determinable payments that are not quoted in an active market. Such assets are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition loans and receivables are measured at amortised cost using the effective interest method, less any impairment losses (see note 3(h) (i)).

Loans and receivables comprise cash and cash equivalents, trade and other receivables and term deposits.

Trade receivables

Trade receivables are measured initially at fair value and subsequent measurement is at amortised cost less any impairment losses.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, cash at bank and term deposits with original terms less than or up to 90 days.

Term deposits

Term deposits comprise deposits with original terms greater than 90 days.

Available-for-sale financial assets

Available-for-sale financial assets are non-derivative financial assets that are designated as available for sale or not classified in any of the above categories of financial assets. Available-for-sale financial assets are recognised initially at fair value plus any directly attributable transaction costs.

Subsequent to initial recognition, they are measured at fair value and changes therein, other than impairment losses (see note 3(h) (i)), are recognised in other comprehensive income and presented in the fair value reserve in equity. When an investment is derecognised, the gain or loss accumulated in equity is reclassified to profit or loss. Available-for-sale financial assets comprise investments in Unit Trust.

(ii) Non-derivative financial liabilities

The University initially recognises debt securities issued on the date that they are originated. All other financial liabilities are recognised initially on the trade date at which the University becomes a party to the contractual provisions of the instrument.

The University de-recognises a financial liability when its contractual obligations are discharged or cancelled or expire. The University has trade and other payables as non-derivative financial liabilities.

Such financial liabilities are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition these financial liabilities are measured at amortised cost using the effective interest method.

3. Significant accounting policies (continued)

(e) Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the weighted average principle, and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and condition.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

(f) Leased assets

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of incentives received from the lessor) are charged to profit or loss on a straight line basis over the period of the lease.

(g) Biological assets

Biological assets are measured at fair value less cost to sell, with any change therein recognized in profit or loss.

(h) Impairment

(i) Non-derivative financial assets

A financial asset not carried at fair value through profit or loss is assessed at each reporting date to determine whether there is objective evidence that it is impaired. A financial asset is impaired if objective evidence indicates that a loss event has occurred after the initial recognition of the asset, and that the loss event had a negative effect on the estimated future cash flows of that asset that can be estimated reliably.

Objective evidence that financial assets are impaired can include default or delinquency by a debtor, restructuring of an amount due to the University on terms that the University would not consider otherwise, indications that a debtor or issuer will enter bankruptcy and the disappearance of an active market for a security. In addition, for an investment in an equity security, a significant or prolonged decline in its fair value below cost is objective evidence of impairment.

Financial assets measured at amortised cost

The University considers evidence of impairment for financial assets measured at amortised cost (loans and receivables) at both a specific asset and collective level. All individually significant receivables are assessed for specific impairment. Those found not to be specifically impaired are then collectively assessed for any impairment that has been incurred but not yet identified. Assets that are not individually significant are collectively assessed for impairment by grouping together receivables with similar risk characteristics.

In assessing collective impairment the University uses historical trends of the probability of default, timing of recoveries and the amount of loss incurred, adjusted for management's judgement as to whether current economic and credit conditions are such that the actual losses are likely to be greater or less than suggested by historical trends.

Available-for-sale financial assets

Impairment losses on available-for-sale financial assets are recognised by reclassifying the losses accumulated in the fair value reserve in equity to profit or loss. The cumulative loss that is reclassified from equity to profit or loss is the difference between the acquisition cost, and the current fair value, less any impairment loss recognised previously in profit or loss. Any subsequent recovery in the fair value of an impaired available-for-sale equity is recognised in other comprehensive income.

(ii) Non-financial assets

The carrying amounts of the University's non-financial assets, other than inventories, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

3. Significant accounting policies (continued)

(h) Impairment (continued)

(ii) Non-financial assets (continued)

The recoverable amount of an asset or cash-generating unit ("CGU") is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or CGUs.

An impairment loss is recognised if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the units, and then to reduce the carrying amounts of the other assets in the unit (group of units) on a pro rata basis. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

(i) Employee benefits

Superannuation

Contributions are paid to the Fiji National Provident Fund on behalf of employees to secure retirement benefits. Costs are included in profit or loss as the services are rendered by employees.

Short-term benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed in profit or loss as the related service is provided. A liability is recognised for the amount to be paid under short-term benefits if the University has a present or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be measured reliably. Liabilities for non-accumulating sick leave are recognised when the leave is taken and measured at the rates paid or payable.

Other long term employee benefits

The University's net obligation in respect of long-term employee benefits other than pension plans is the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine its present value, and the fair value of any related assets is deducted. The discount rate is the yield at the reporting date on government bonds that have maturity dates approximating the terms of the University's obligations. Any actuarial gains and losses are recognised in profit or loss in the period in which they arise.

Bonus plans

The University pays bonuses to employees based on performance of the University and achievement of individual objectives by the employees. The University recognises a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

(j) Operating expenses

Expenses are recognised on an accrual basis.

(k) 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, returns, 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 entity 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.

3. Significant accounting policies (continued)

(k) Revenue recognition (continued)

Revenue is recognised for the major activities as follows:

(i) Government grants

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

(ii) Project income

Grants that compensate the University for expenses incurred are recognised in profit or loss as income on a systematic basis in the same periods in which the expenses are recognised.

(iii) Student tuition fees

Student tuition fee income is generated from fee-paying courses for local and overseas students. Revenue is recognised in the same period as the courses for which the fee income is derived are held. Upfront payments by students for courses being held in the next teaching year are treated as deferred income and recorded as revenue in the following year as the course is provided.

(iv) Non tuition fees and charges

Fees and charges comprise other services provided to students, which are recognised as the service is provided.

(v) NTPC Levy income

NTPC Levies collected from employers are recognised initially as deferred income. The deferred income is recognised in profit or loss as income in the period that training grants are made to employers or related training expenses are incurred. Any remaining amounts are recognised as income once the University has paid all grant claims to employers in respect of those levies and has no further obligation in respect of that levy period. Estimates of grants expected to be made are based on historical data.

(vi) Interest income

Interest income is recognised as finance income as it accrues using the effective interest method.

(vii) Trading activities

Revenue in respect of trading activities is recognised at the point of sale for goods, or as the service is performed.

(viii) Asset sales

The net gain on asset sales is included as other income and the net loss as an expense. The profit or loss on disposal of assets is brought to account when the significant risks and rewards of ownership of the assets have been transferred to the buyer.

(l) Taxes

Income tax exemption

The University is exempt from income tax in accordance with the provisions of the Fiji Income Tax Act 2015.

Other taxes

Revenue, expenses and assets are recognised net of the amount of Value Added Tax (VAT) except where the VAT incurred on a purchase of goods or services is not recoverable from the taxation authority, in which case the VAT is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable. Receivables and payables are stated with the amount of VAT included, if applicable.

3. Significant accounting policies (continued)

(m) Business combinations

Business combinations are accounted for using the acquisition method when control is transferred to the University. The consideration transferred in the acquisition is generally measured at fair value, as are the identifiable assets acquired. Any goodwill that arises is tested annually for impairment. Any gain on a bargain purchase is recognized in profit or loss immediately. Transaction costs are expensed as incurred, except if related to the issue of debt or equity securities. The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognized in profit or loss. Any contingent consideration payable is measured at fair value at the acquisition date. If the contingent consideration is classified as equity, then it is not remeasured and settlement is accounted for within equity. Otherwise subsequent changes in the fair value of the contingent consideration are recognized in profit or loss.

(n) Comparatives

Certain previously reported amounts have been reclassified to conform with presentation in the current year. Refer to Note 30.

4. Segment information

For management purposes, the University is organised into business units based on its products and services and has two reportable segments, as follows:

- The National Training & Productivity Centre ('NTPC') segment, which provide training to organisations to enhance their efficiency, productivity and enable them to compete in the domestic, national, regional and global market.
- The Uni-services segments, which is the commercial arm of Fiji National University aims to optimize service delivery to its customers (students and staff) in terms of cafeterias, accommodation, security, transportation and bookshops.

The Executive Management monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on profit or loss and is measured consistently with profit or loss in the financial statements. However, the financing (including finance costs and finance income) are managed on a group basis and are not allocated to operating segments. Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with third parties.

Year ended 31 December 2017	NTPC	Uni-services	Adjustments and eliminations	Total
Revenue				
Levy Income	20,612,437	-	-	20,612,437
Hostel income	-	3,790,110	-	3,790,110
Student fees	7,571,171	-	-	7,571,171
Other Trading Activities	32,267	10,175,000	-	10,207,266
Other Income	306,224	659,266	-	965,490
Total revenue	<u>28,522,098</u>	<u>14,624,375</u>	-	<u>43,146,474</u>
Expenses				
Depreciation and amortisation	(767,759)	(953,380)	-	(1,721,139)
Levy expense	(7,646,379)	-	-	(7,646,379)
Personnel expenses	(7,532,162)	(3,574,860)	-	(11,107,022)
Trading expenses	(24,472)	(6,044,974)	-	(6,069,447)
Other operating expenses	(3,667,734)	(5,234,256)	-	(8,901,990)
Total expense	<u>(19,638,506)</u>	<u>(15,807,470)</u>	-	<u>(35,445,977)</u>
Support allocation	(5,891,552)	(5,849,750)	-	(11,741,302)
Segment profit	<u>2,992,040</u>	<u>(7,032,845)</u>	-	<u>(4,040,805)</u>

4. Segment information (Continued)

Year ended 31 December 2016	NTPC	Uni-services	Adjustments and eliminations	Total
	\$	\$	\$	\$
Revenue				
Levy Income	20,604,248	-	-	20,604,248
Hostel income		11,778,841	-	11,778,841
Student fees	7,235,871	-	-	7,235,871
Other Income	565,697	2,760,564	-	3,326,261
Total revenue	28,405,816	14,539,405	-	42,945,221
Expenses				
Depreciation and amortisation	(735,073)	(872,435)	-	(1,607,508)
Levy expense	(6,847,673)	-	-	(6,847,673)
Personnel expenses	(7,708,350)	(4,224,381)	-	(11,932,731)
Other operating expenses	(2,775,646)	(6,032,540)	-	(8,808,186)
Total expense	(18,066,742)	(11,129,356)	-	(29,196,098)
Support allocation	(7,490,447)	(5,815,762)	-	(13,306,209)
Segment profit	2,848,627	(2,405,713)	-	442,914

5. Financial risk management

Overview

The University's has exposure to the following risks:

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

This note presents information about the University's exposure to each of the above risks, the University's objectives, policies and processes for measuring and managing risk. Further quantitative disclosures are included throughout these financial statements.

a) Risk management framework

The Council has overall responsibility for the establishment and oversight of the University's risk management framework. The University's risk management policies are established to identify and analyse the risks faced by the University, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the University's activities.

The University's risk management policies are established to identify and analyse the risks faced by the University, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the University's activities. The University, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

(i) Credit risk

Credit risk is the risk of financial loss to the University if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the University's cash and cash equivalents, receivables and other financial assets.

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. The ageing, gross of any impairment provision, of student debtors, levy debtors, sponsor debtors and staff debtors at the reporting date was as follows:

Financial risk management (Continued)

Risk management framework (continued)

(i) Credit risk (Continued)

	2017	2016
	\$	\$
0 – 90 days	12,670,366	3,515,729
91 – 365 days	5,233,625	20,908,030
> 365 days	9,917,045	10,168,927
	27,821,036	34,592,68

Customer credit risk is managed by each business unit subject to the Group's established policy, procedures and control relating to customer credit risk management.

An impairment analysis is performed at each reporting date on an individual basis for major customers. In addition, a large number of minor receivables are grouped into homogeneous groups and assessed for impairment collectively. The calculation is based on actual incurred historical data. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets. The University does not hold collateral as security. The University evaluates the concentration of risk with respect to trade receivables as low, as its customers are located in several jurisdictions and operate in largely independent markets.

(ii) Liquidity risk

Liquidity risk is the risk that the University will not be able to meet its financial obligations as they fall due. The University's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. The University expects to settle its financial liquidity within 6 months of balance date.

The table below summarizes the maturity profile of the University's liabilities at 31 December based on contractual undiscounted payments:

	\$ Total	\$ On demand	\$ < 1 year	\$ 1 - 5 years	\$ > 5 years
31 December 2017					
Trade And Other Payables	21,718,140	2,381,633	19,336,507	-	-
	21,718,140	2,381,633	19,336,507	-	-
31 December 2016					
Trade and other payables	25,057,090	2,234,290	22,822,800	-	-
	25,057,090	2,234,290	22,822,800	-	-

(iii) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the University's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

Foreign exchange risk

The University is exposed to fluctuations in foreign currencies arising from the purchase of goods and services in currencies other than the University's functional currency. The University does not have a material exposure to Foreign Exchange risk and accordingly does not adopt any foreign currency strategies.

Price risk

The University is exposed to equity securities price risk through its investments in Unit Trusts. This arises from investments held by the University and classified on the statement of financial position as available-for-sale. The University has no direct exposure to commodity price risk. There is no material exposure to price risk.

Interest rate risk

The University's interest bearing deposits are generally at fixed interest rates. The University does not have any interest bearing liabilities and accordingly exposure to interest rate risk is not considered material.

Fiji National University

Notes to the financial statements (continued)

For the year ended 31 December 2017

	2017 \$	2016 \$
6. Student tuition fees		
Private students	18,884,750	19,582,809
Sponsored students	32,903,053	30,167,381
Regional students	3,316,699	2,808,495
Short courses	5,974,642	6,055,296
Other tuition fees	81,691	93,913
	<u>61,160,835</u>	<u>58,707,894</u>
7. Project income	\$	\$
AusAID	471,217	1,967,684
Sustainable livelihood project (SLP) grant	1,200,000	1,123,967
Others	1,200,308	1,635,245
	<u>2,871,525</u>	<u>4,726,896</u>
8. Other income	\$	Restated* \$
Non-tuition fees and charges	1,488,692	1,084,177
Enrolment fees	1,456,027	1,424,739
Consultancy income	81,974	[7,940]
Dividend	353,446	312,157
Release of deferred income	3,119,846	3,220,797
Trading activities:		
Bookshop	729,928	509,164
Food and beverages	2,252,881	1,712,897
Farm	589,491	571,198
Other trading activities	714,614	691,859
Other income	795,675	1,150,187
	<u>11,582,574</u>	<u>10,669,235</u>
9. Hostel Income	\$	\$
Hostel accommodation	3,783,729	4,647,614
Hostel meals	7,043,607	7,113,458
Hostel laundry	5,439	10,096
	<u>10,832,775</u>	<u>11,771,168</u>
10. Employee related expenses	\$	\$
Wages and salaries, including leave benefits	63,299,070	55,047,899
Fiji National Provident Fund contribution	7,083,123	5,715,110
Key management personnel compensation		
- short term benefits	2,378,840	1,700,974
- termination benefits		
Staff allowances	10,214,439	6,017,819
PAYE payable	-	2,166,978
Other personnel costs	2,275,986	1,970,209
	<u>85,251,458</u>	<u>72,618,989</u>

Fiji National University

Notes to the financial statements (continued)

For the year ended 31 December 2017

	2017 \$	2016 \$
11. Other operating expenses (excluding employee related expenses)		
Advertising, promotions and publicity	1,371,156	845,515
Audit fees – External audit	53,753	53,753
– Project audit	4,830	4,830
Accounting and other services	134,552	157,300
(Release)/increase of impairment provision on receivables	(784,615)	3,908,912
Consultancy	807,015	798,176
Council expenses	246,569	118,284
Course related expenses	5,834,984	4,427,389
Franchise costs	908,727	809,513
Inventory obsolescence	312,510	(160,808)
Insurance	1,096,065	962,953
Impairment of non-current assets	(28,846)	2,501,002
Job evaluation fee	104,974	-
Legal	130,972	23,880
Licence fees	1,732,007	1,410,465
Operating lease and other rentals	945,316	829,884
Project disbursements	46,787	9,467
Publications	22,851	125
Repairs and maintenance	6,052,154	4,657,029
Security services	3,052,781	2,254,972
Stationery	890,504	888,926
Telecommunications	2,503,563	2,945,861
Travel	1,673,698	2,375,259
Trading and hostel expenses	6,386,357	5,297,679
Utilities	3,149,890	3,091,337
Hire charges	1,656,541	1,152,448
Cartage and freight	207,431	143,717
Contingency expense	3,342	(65,173)
Other expenses	6,046,490	5,026,807
	<u>44,562,358</u>	<u>44,469,502</u>
12. Finance income	\$	\$
Interest income	3,782,916	1,659,228

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2017

	2017	2016
	\$	\$
13. Property, plant and equipment		
Land and buildings - Freehold		
Cost		
At 1 January	1,361,000	4,384,117
Reclassification	-	(3,023,117)
31 December	1,361,000	1,361,000
Depreciation and impairment		
At 1 January	-	(634,536)
Depreciation charge	-	-
Reclassification	-	634,536
31 December	-	-
Carrying amount at		
1 January	1,361,000	3,749,581
31 December	1,361,000	1,361,000
Land and Building - Leasehold		
Cost		
At 1 January	221,119,149	212,599,888
Additions	30,906	5,496,145
Reclassification/adjustments	(214,082)	3,023,116
31 December	220,935,973	221,119,149
Depreciation and impairment		
At 1 January	(30,733,344)	(23,582,763)
Depreciation charge	(4,362,431)	(4,331,045)
Impairment charge	-	(2,185,000)
Reclassification/adjustments	(13,135)	(634,536)
Disposals	9,089	-
31 December	(35,099,821)	(30,733,344)
Carrying amount at		
1 January	190,385,805	189,017,125
31 December	185,836,152	190,385,805
Motor Vehicles		
Cost		
At 1 January	5,843,616	5,637,456
Additions	95,950	247,960
Disposals	(33,534)	(41,800)
31 December	5,906,032	5,843,616
Depreciation and impairment		
At 1 January	(4,086,773)	(3,473,632)
Depreciation charge	(601,141)	(649,995)
Reclassification/adjustments	(56,681)	-
Disposals	17,567	36,854
31 December	(4,727,028)	(4,086,773)
Carrying amount at		
1 January	1,756,843	2,163,824
31 December	1,179,004	1,756,843

Fiji National University
Notes to the financial statements (continued)
For the year ended 31 December 2017

	2017	2016
	\$	\$
13. Property, plant and equipment (continued)		
Furniture and Fittings		
Cost		
At 1 January	6,349,653	6,274,188
Additions	939,135	103,197
Disposals	(36,795)	-
Reclassification	-	(27,732)
31 December	7,251,993	6,349,653
Depreciation and impairment		
At 1 January	(5,240,889)	(4,719,259)
Depreciation charge	(539,812)	(549,472)
Reclassification/adjustments	1,536	27,842
Disposals	29,879	-
31 December	(5,749,286)	(5,240,889)
Carrying amount at		
1 January	1,108,764	1,554,929
31 December	1,502,707	1,108,764
Plant and equipment		
Cost		
At 1 January	32,020,532	28,786,821
Additions	4,143,134	3,237,160
Disposals	(288,263)	(18,783)
Reclassification/adjustments	-	15,334
31 December	35,875,403	32,020,532
Depreciation and impairment		
At 1 January	(22,745,592)	(18,541,800)
Depreciation charge	(4,106,439)	(4,206,948)
Reclassification/adjustments	8,360	-
Disposals	219,533	3,156
31 December	(26,624,138)	(22,745,592)
Carrying amount at		
1 January	9,274,940	10,245,021
31 December	9,251,265	9,274,940
Computers		
Cost		
At 1 January	11,227,693	10,219,008
Additions	569,339	1,024,247
Transfers	(12,226)	-
Reclassification/adjustments	-	(15,562)
31 December	11,784,806	11,227,693
Depreciation and impairment		
At 1 January	(9,532,400)	(8,297,670)
Depreciation charge	(1,045,564)	(1,234,849)
Disposals	11,520	-
Reclassification/adjustments	(98,626)	119
31 December	(10,665,070)	(9,532,400)
Carrying amount at		
1 January	1,695,293	1,921,338
31 December	1,119,736	1,695,293

Fiji National University

Notes to the financial statements (continued)

For the year ended 31 December 2017

	2017 \$	2016 \$
13. Property, plant and equipment (continued)		
Work in progress		
Cost		
At 1 January	1,356,666	5,553,174
Additions	5,242,688	3,324,748
Transfers	(111,107)	(7,029,265)
Reclassification	-	(491,991)
31 December	6,488,247	1,356,666
Depreciation and impairment		
At 1 January	-	(491,991)
Reclassification	-	491,991
31 December	-	-
Carrying amount at		
1 January	1,356,666	5,061,183
31 December	6,488,247	1,356,666
Gross Carrying amount at:		
1 January	206,939,311	213,713,001
31 December	206,738,111	206,939,311

The finalisation of the transfer of lease arrangements to FNU in respect of certain leasehold land assets that were vested in the University under the FNU Decree has not yet been completed at the date of approval of these financial statements. This includes four (2016: four) land leases with a carrying amount of \$32,707,128 at 31 December 2016 (2016: \$33,575,096) where the land boundaries and/or certain Lots are subject to ongoing negotiations with the respective Government Ministries. The independent valuation of these land assets was prepared based on management's best estimate of the boundaries at the date of the valuations. The finalisation of the boundaries may result in material changes to the valuations of the assets which have been used as a basis to determine the fair value/deemed cost of these properties as at 1 January 2010.

In addition, as a result of the delay in the finalisation of the transfer of lease arrangements to FNU, the lease term for these properties has not been finally determined. The Land values for these properties have been determined by the independent valuers using management's best estimate of a 99 year lease term. Should the final lease term differ from the assumption of 99 years this will impact period over which these assets are depreciated. Any change in this estimate will be accounted on a prospective basis. A significant reduction in the lease term may also have a material impact on the carrying amount of the leasehold land in the financial statements. Any adjustments arising from the finalisation of the lease transfers will be reflected in the period in which the leases are finalised.

14. Biological assets

(a) Operations and principal activities

At 31 December 2017, the University held 11 cattle (2016: 795), 47 sheep (2016: 70), 38 goats (2016: 38), 11 horses (2016: 11) and 27 pigs (2016: 145).

Fiji National University

Notes to the financial statements (continued)

For the year ended 31 December 2017

	2017 \$	2016 \$
14. Biological assets (continued)		
(a) Operations and principal activities (continued)		
Reconciliation of carrying amounts of livestock		
Fair Value as at 1 January	200,000	553,301
Net increases due to purchases, births, deaths and transfers	35,227	10,143
Loss arising from changes in fair value less costs to sell	(15,160)	-
Decreases due to sales	(184,840)	(47,442)
Less: Provision for impairment	-	(316,002)
Carrying amount at 31 December	35,227	200,000

(b) Measurement of fair values

The fair value measurements for livestock has been categorised as Level 3 based on the inputs to the valuation techniques used as follows:

Type	Valuation technique	Significant unobservable inputs	Inter-relationship between key unobservable inputs and fair value measurement
Livestock	Market comparison technique: The valuation model is based on the market price of livestock of similar age, weight, breed and purpose of use.	- Premium on the classification as breeders. - Premium based on quality.	The estimated fair value would increase (decrease) if more (less) livestock were classified as breeders.

15. Intangible assets

Cost

Balance as at 1 January 2016	1,648,813	575,000	2,223,813
Additions	-	-	-
Balance as at 31 December 2016	1,648,813	575,000	2,223,813
Additions	-	-	-
Balance as at 31 December 2017	1,648,813	575,000	2,223,813

Amortisation and impairment			
Balance as at 1 January 2016	(1,636,232)	(65,340)	(1,701,572)
Amortisation charge for the year	(10,872)	(26,136)	(37,008)
Balance as at 31 December 2016	(1,647,104)	(91,476)	(1,738,580)
Amortisation charge for the year	(1,354)	(26,136)	(27,490)
Balance as at 31 December 2017	(1,648,458)	(117,612)	(1,766,070)

Carrying amount

At 1 January 2016	12,581	509,660	522,241
At 31 December 2016	1,709	483,524	485,233
At 31 December 2017	355	457,388	457,743

16. Cash and cash equivalents

Cash on hand	87,829	88,582
Cash at bank - restricted	48,015,119	55,779,075
- unrestricted	34,674,872	33,284,550
	82,777,820	89,152,207

	Computer software \$	Favourable and sub-lease \$	Total \$
Balance as at 1 January 2016	1,648,813	575,000	2,223,813
Additions	-	-	-
Balance as at 31 December 2016	1,648,813	575,000	2,223,813
Additions	-	-	-
Balance as at 31 December 2017	1,648,813	575,000	2,223,813
Amortisation and impairment			
Balance as at 1 January 2016	(1,636,232)	(65,340)	(1,701,572)
Amortisation charge for the year	(10,872)	(26,136)	(37,008)
Balance as at 31 December 2016	(1,647,104)	(91,476)	(1,738,580)
Amortisation charge for the year	(1,354)	(26,136)	(27,490)
Balance as at 31 December 2017	(1,648,458)	(117,612)	(1,766,070)
Carrying amount			
At 1 January 2016	12,581	509,660	522,241
At 31 December 2016	1,709	483,524	485,233
At 31 December 2017	355	457,388	457,743

Fiji National University

Notes to the financial statements (continued)

For the year ended 31 December 2017

	2017 \$	2016 \$
16. Cash and cash equivalents (continued)		
Restricted funds consist of the following:		
Capital Development	5,658,587	4,842,228
Capital Project	502,986	488,099
Levy	35,967,171	43,201,294
Projects	3,682,399	5,047,253
Staff Welfare	638,759	634,984
Trust Account	1,565,217	1,565,217
	<u>48,015,119</u>	<u>55,779,075</u>

Restricted Funds

Capital Development – with effect from 1 January 2014, the University holds 10% of tuition fees for purposes of capital development of the University projects that could not be funded through Government grants.

Capital Project – this account holds funding for the development of the new Labasa campus funded through Government capital grant.

Levy – this account is restricted for payment of grants claimed/claimable by employers.
Projects – these accounts are funded by external donors for specific projects and research.

Staff Welfare – this account is held for the purposes of meeting staff medical costs. These are funded partly by salary deductions from staff and the balance by the University.

Trust Account – at balance date \$1.5m was held in trust in respect of the purchase of Bayview Medical Clinic. This amount is to be transferred to the vendor following completion of the sale.

17. Trade and other receivables

	\$	\$
Student debtors	2,859,827	5,645,510
Impairment allowance	(1,695,060)	(4,307,139)
	<u>1,164,767</u>	<u>1,338,371</u>
Levy debtors	17,041,084	16,004,643
Impairment allowance	(5,291,283)	(5,347,776)
	<u>11,749,801</u>	<u>10,656,867</u>
Sponsor debtors	2,803,260	11,978,789
Impairment allowance	(1,498,985)	(5,020,595)
	<u>1,304,275</u>	<u>6,958,194</u>
Staff debtors	893,243	963,744
Impairment allowance	(797,692)	(835,048)
	<u>95,551</u>	<u>128,696</u>
Other receivables	4,223,622	3,470,954
Impairment allowance	(1,814,003)	(1,412,997)
	<u>2,409,619</u>	<u>2,057,957</u>
Total trade and other receivables	<u>16,724,013</u>	<u>21,140,085</u>
Impairment allowance		
Opening balance	16,923,555	13,507,638
Movement during the year	(5,826,532)	3,415,917
Closing balance	<u>11,097,023</u>	<u>16,923,555</u>

Fiji National University

Notes to the financial statements (continued)

For the year ended 31 December 2017

	2017 \$	2016 \$
18. Inventories		
Stationery/bookshop	265,058	607,892
Food and beverage	20,183	48,717
Gowns	157,548	184,395
Kitchen consumables	221,998	247,786
Provision for obsolescence	(75,910)	(194,519)
	<u>588,877</u>	<u>894,271</u>
19. Other financial assets		
<u>Current</u>		
Interest bearing deposits	30,568,842	13,543,479
<u>Non-current</u>		
Investments in Unit trusts:		
- Unit Trust of Fiji	9,519,314	7,964,669
- Fijian Holdings Trust Management Limited	583,334	583,334
FRDCL	4,857	4,857
	<u>10,107,505</u>	<u>8,552,860</u>

Interest bearing deposits are at fixed interest rates between 2% and 4% (2016: 2% and 4%). Interest bearing deposits amounting to \$110,233 (2016: \$130,233) are held as letter of charges in respect of security against credit cards and indemnity guarantees.

The University had only Level 1 fair value financial instruments, which is defined as quoted market price (unadjusted) in an active market for an identical instrument.

	\$	\$
20. Other assets		
Government grant receivables	934,542	751,208
Prepayments	3,801,282	1,642,653
Less: provision for impairment	(257,909)	(306,033)
	<u>4,477,915</u>	<u>2,087,828</u>

21. Capital and reserves

(a) Other contributed equity

The amount reflects the fair value of the net assets that have been transferred to the University from legacy institutions as at 1 January 2010 and 30 November 2010 (TPAF) under Section 44 of the FNU Decree by the Government of Fiji in its capacity as the owner of the University and the legacy institutions.

(b) Fair value reserve

Fair value reserve comprises the cumulative net change in the fair value of available for sale financial assets until the assets are derecognised or impaired.

	\$	\$
22. Deferred income		
Opening balance	21,397,975	22,124,449
Additions	49,584	2,494,323
Amounts released to other income	(3,119,846)	(3,220,797)
	<u>18,327,713</u>	<u>21,397,975</u>
Disclosed in the financial statements as follows:		
Current	3,119,846	2,519,221
Non-current	15,207,867	18,878,754
	<u>18,327,713</u>	<u>21,397,975</u>

Deferred income consists of Government grants in relation to capital expenditure projects and fixed assets acquired using donor funds.

Fiji National University

Notes to the financial statements (continued)

For the year ended 31 December 2017

	2017 \$	2016 \$
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23. Trade and other payables

Trade payables	2,381,633	2,234,290
Other payables and accruals	19,336,507	22,822,800
	<u>21,718,140</u>	<u>25,057,090</u>

24. Employee benefits

	Annual Leave	Long service Leave	Total
	\$	\$	\$
Liability at the beginning of the year	3,148,967	141,410	3,290,377
Movement during the year	1,407,314	(139,546)	1,267,768
Liability at the end of the year	<u>4,556,281</u>	<u>1,864</u>	<u>4,558,145</u>
Disclosed in the financial statements as follows:		\$	\$
Current		4,556,281	3,148,967
Non-current		1,864	141,410
		<u>4,558,145</u>	<u>3,290,377</u>

Annual leave

Generally annual leave is taken within one year of entitlement and accordingly it is expected that a significant portion of the total annual leave balance will be utilised within the next financial year.

Long service leave

Long service leave is accrued for employees entitled to the same under their terms of employment.

25. Unexpected project income

Donor Name	Opening Balance	Project Receipts	Project Expense	Transferred to Capex	Total
	\$	\$	\$	\$	\$
Ausaid Strat.2	(248,842)	-	(248,842)	-	-
Ausaid Strat.3	881,701	-	881,701	-	-
Various Project Grants	498,203	369,497	501,828	-	365,872
Various Donors	49,296	10,000	3,706	-	55,590
SSCSP Fund 1	(79,717)	-	-	-	(79,717)
SSCSP Fund 2	223,095	-	223,095	-	-
AUSAID Kiribati	153,376	-	153,376	-	-
Global Fund	(31,835)	51,631	(10,336)	-	30,132
DPD EU Project	1,619,667	6,228	463,310	-	1,162,585
CAFF Donor Fund	6,294	24,993	5,190	-	26,097
Total	<u>3,071,238</u>	<u>462,349</u>	<u>1,973,028</u>	<u>-</u>	<u>1,560,559</u>

26. Deferred grant liability - NTPC

(a) Reconciliation of liability		\$	\$
Opening balance		7,703,353	6,939,662
Levy invoiced/collected for the year		21,659,867	18,932,911
Grants paid during the year		(7,646,379)	(6,847,673)
Amounts released to profit or loss		(11,458,350)	(11,321,547)
		<u>10,258,491</u>	<u>7,703,353</u>

Fiji National University

Notes to the financial statements (continued)

For the year ended 31 December 2017

	2017 \$	2016 \$
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26. Deferred grant liability - NTPC (continued)

(b) Levy income		
Amounts released to profit or loss	12,324,251	13,315,173
Grants	7,646,379	6,847,673
Collections for prior year invoices	641,807	441,402
	<u>20,612,437</u>	<u>20,604,248</u>

The expenditure attributed to NTPC levy does not include employee related and other operating expenses.

27. Contingent liabilities

(a) Bank guarantees	\$ 110,233	\$ 110,233
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(b) Claims

The University is defending a number of claims from various entities including suppliers, employees, etc. The University is confident that the claims will be defended successfully in its favour. However, the University has prudently provided for possible future cost outflows.

28. Commitments

(a) Capital expenditure

Expenditure approved and committed amounted to \$26,398,813 as at 31 December 2017 (2016: \$20,446,951).

(b) Operating leases

The future aggregate minimum lease payments under non-cancellable operating leases are as follows:

	\$	\$
Within one year	19,450	608,805
Later than one year but not later than five years	925,685	1,188,545
Later than five years	4,807,399	4,897,399
	<u>5,752,534</u>	<u>6,694,749</u>

For leasehold land assets where leases have not been transferred to the University at balance date (refer to note 13), the University is not being charged rentals until these transfers are completed. Accordingly any future commitments arising from these leases have not been included in this note.

29. Related parties

Identity and transactions

The University is controlled by the Government of Fiji in accordance with the FNU Decree.

(a) Operating grant

The University received grants from the Government of Fiji as follows:

Grants received	\$ 49,921,312	\$ 43,856,337
Renovations of buildings, purchase of large equipment and infrastructure*	-	(2,003,214)
Grants receivables	934,542	751,208
Total Operating grant	<u>49,655,854</u>	<u>42,604,331</u>

* As part of the grant agreement, this portion of the operating grants was utilized for the purchase of property, plant and equipment. These grants are accounted for in accordance with note 3(k)(i) and accordingly, are included in 'Deferred income' (note 22).

Fiji National University

Notes to the financial statements (continued)

For the year ended 31 December 2017

29. Related parties (continued)

(b) Capital expenditure grant

The Government of Fiji also provided capital expenditure grants during the year amounting to Nil (2016: \$486,339). These grants are accounted for in accordance with note 3(k)(i) and accordingly, are included in 'Deferred income' (note 22).

(c) Other transactions

The University has received \$1,200,000 (2016: \$1,123,967) in respect to 2017 Sustainable Livelihood Project from the Ministry of Finance. This grant are accounted for in accordance with note 3(k)(ii) and accordingly, are included in 'Project income' (note 7).

Tuition fee income from short courses provided to the government related institution, National Employment Centre, amounted to Nil (2016:\$5,000) during the financial year. The provision of these short courses were conducted on normal trading terms and conditions

(d) Council members

The following were Council members during the financial year:

Name	Appointed / Resigned
Mr. Ikbal Jannif	Chair of Council
Mr. Uday Sen	Reappointed 01/01/17-30/6/18
Prof. Nigel Healey	Appointed 1/8/16
Mr. Iowane Tiko	Appointed 1/1/16-28/1/18
Mr. Nesbitt Hazelman	Reappointed 01/01/17-30/6/18
Mrs. Silina Waqa Ledua	Reappointed 01/01/17-30/6/18
Mr. Robinson Prasad	Reappointed 01/01/17-30/6/18
Mr. Rajeshwar Singh	Reappointed 01/01/17-30/6/18
Mr. Kamlesh Prasad	Appointed 01/01/17-30/6/18
Mr. Solomon Nata	Appointed 01/01/17-30/6/18
Mr. Warren Yee Prof.	Appointed 01/1/17-31/12/17
Anand Tyagi Prof. Rajendra	Appointed 06/2/17-31/12/17
Rajendra Prasad	Reappointed 06/2/17-30/6/18
Prof. Ram Karan	Reappointed 06/2/17-30/6/18
Dr. Maheswara Valluri	Appointed 20/2/17-31/12/17
Dr. Mumtaz Alam	Appointed 6/3/18-31/12/18
Mr. Ledua Tamani	Appointed 20/02/17-30/6/18
Mr. Ketan Lal	Appointed 06/2/17-31/12/18
Mr. Avish Deo	Appointed 06/2/17-31/10/17
Ms. Margaret Gabriel	Appointed 01/1/18-31/12/18
Mr. Shanal Kumar	Appointed 01/11/17-31/12/17

e) Transactions with key management personnel

Key management personnel comprised the above Council members and the following senior staff during the financial year:

Name	Title
Professor Nigel Healey	Vice Chancellor (Appointed on 01/08/2017 , contract expires on 31/07/2020)
Mr. Salabogi Mavoia	Acting Dean - College of Engineering, Science & Technology from 25/11/2016 till date
Dr. William May	Acting Dean College of Medicine, Nursing & Health Sciences from 18/1/16
Dr. Eci Kikau Nabalarua	Dean - College of Humanities & Education (18/9/2016 to date)
Professor Paras Nath	Dean - College of Agriculture, Fisheries & Forestry (till 15/05/2017)
Professor Ram Karan	Dean - College of Business, Hospitality & Tourism Studies
Mr. Anuj Chand	Director - Information and Communication Technology (ICT)
Ms. Ilisapeki Kubuabola Samisoni	Director Research C-POND- College of Medicine, Nursing & Health Sciences
Mr. Krishna Anand Swamy	Director - Properties & Facilities (till 30/04/17)

Fiji National University

Notes to the financial statements (continued)

For the year ended 31 December 2017

29. Related parties (continued)

Identity and transactions (continued)

(e) Transactions with key management personnel (continued)

Mr. Manoj Ram	Director Finance (till 31/05/17)
Dr. Isimeli Waibuta Tagicakiverata	Director - National Training & Productivity Centre (Appointed 01/10/17)
Mr. Shalendra Mani Gounden	Director - Captital Projects & Infrastructure (Appointed 03/10/17)
Mr. Niranjwan Chettiar	Director - Estates & Facilities (Appointed (03/10/17)
Dr. Rohit Kishore	Director EMBA - College of Business, Hospitality & Tourism Studies (Appointed 31/8/16)
Dr. Santhakumari Mullersel Varaj	Director - MRL - Medicine, Nursing & Health Science (Appointed 1/4/15)
Ms. Sarita Harish	Registrar
Dr. Neale Slack	Acting Director - Estates & Facilities (till 02/10/17)
Mr Penitiko Aore Taoi	Acting Director - National Training & Productivity - (Appointed 12/2/16 till 01/10/17)
Mr. Rabin Kumar	Acting Director - Division of Planning & Development (Appointed 1/3/17)

The University is not aware of any material transactions that may have been conducted with key management personnel or entities associated with the key management personnel.

Key management personnel compensation is disclosed under Note 10 and is made up of short-term benefits including medical benefits and allowances paid to Council members.

30. Prior Year Restatements

Statement of Financial Position

	Previously Reported 2016 \$	Adjustments \$	Restated 2016 \$
Current Assets	126,817,870	-	126,817,870
Non-current Assets	216,177,404	-	216,177,404
Total Liabilities	60,520,033	-	60,520,033
Net Assets	282,475,241	-	282,475,241
Equity			
Other contributed equity	188,856,243	-	188,856,243
Fair value reserve	2,597,309	(288,862)	2,308,447
Retained earnings	91,021,689	288,862	91,310,551
	282,475,241	-	282,475,241

Statement of Comprehensive Income

	\$	\$	\$
Fiji Government operating grant	42,604,331	-	42,604,331
Student tuition fees	58,707,894	-	58,707,894
Project income	4,726,896	-	4,726,896
Hostel income	11,771,168	-	11,771,168
NTPC levy income	20,604,248	-	20,604,248
Total Income	10,380,373	288,862	10,669,235
Other income	148,794,910	288,862	149,083,772
Total Expenses	(134,945,481)	-	(134,945,481)
Finance income	1,659,228	-	1,659,228
Operating surplus for the year	15,508,657	288,862	15,797,519

31. Significant Events

As at date of this report, the Council members are not aware of any other significant event, other than those already included in the financial statements.

32. Events subsequent to year end

There are no matters or circumstances that have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the University, the results of those operations, or the state of affairs of the University in future financial years.

Fiji National University

Notes to the financial statements (continued)

For the year ended 31 December 2017

Disclaimer

The additional financial information, being the attached Statement of comprehensive income - restricted vs. unrestricted income has been compiled by the management of the Fiji National University.

No audit or review has been performed by us and accordingly no assurance is expressed.

To the extent permitted by law, we do not accept liability for any loss or damage which any person, other than Fiji National University may suffer arising from any negligence on our part. No person should rely on the additional financial information without having an audit or review conducted.

Fiji National University

Statement of comprehensive income - restricted vs. unrestricted income

For the year ended 31 December 2017

The University's income and expenditure is further categorized into restricted and unrestricted to give a clear reflection on the operational nature of events.

Restricted funds are those funds which by virtue of law or contract/funding agreement can only be expended for a specific purpose. Generally restricted funds for the University consist of capital expenditure grants, donor/project income & Expenditure, 10% of tuition fees set aside for capital development purposes, Levy Income and Grant payment expenses

Unrestricted funds are all other funds that are available for use in the University's operating activities at the discretion of the University's Management and Council.

	2017			Restated 2016		
	Unrestricted \$	Restricted \$	Total \$	Unrestricted \$	Restricted \$	Total \$
Income						
Fiji Government operating grants	49,655,854	-	49,655,854	42,604,331	-	42,604,331
Student tuition fees	55,044,752	6,116,084	61,160,835	52,837,105	5,870,789	58,707,894
Project income	-	2,871,525	2,871,525	-	4,726,896	4,726,896
Hostel Income	10,832,775	-	10,832,775	11,771,168	-	11,771,168
NTPC Levy income	6,061,244	14,551,193	20,612,437	2,060,425	18,543,823	20,604,248
Other income	8,462,728	3,119,846	11,582,574	7,159,576	3,220,797	10,380,373
Total income	130,057,352	26,658,648	156,716,000	116,432,604	32,362,306	148,794,910
Expenses						
Employee related expenses	(83,283,130)	(1,968,328)	(85,251,458)	(70,650,661)	(1,968,328)	(72,618,989)
Other operating expenses	(40,972,533)	(3,589,825)	(44,562,358)	(40,879,678)	(3,589,825)	(44,469,503)
Depreciation and amortization	(7,501,477)	(3,181,400)	(10,682,877)	(7,827,916)	(3,181,400)	(11,009,316)
NTPC levy expenses	-	(7,646,379)	(7,646,379)	-	(6,847,673)	(6,847,673)
Total expenses	(131,757,140)	(16,385,932)	(148,143,072)	(119,358,255)	(15,587,226)	(134,945,481)
Finance Income	3,782,916	-	3,782,916	1,659,228	-	1,659,228
Operating surplus/ (deficit) before income tax	2,083,128	10,272,716	12,355,844	(1,266,423)	16,775,080	15,508,657
Income tax expense	-	-	-	-	-	-
Operating surplus/ (deficit) for the year	2,083,128	10,272,716	12,355,844	(1,266,423)	16,775,080	15,508,657
Other comprehensive income:						
Items that may be reclassified subsequently to profit or loss:						
Movement in fair value of available for sale financial assets	1,221,920	-	1,221,920	908,774	-	908,774
Total comprehensive Income/ (Expense) for the year	3,305,048	10,272,716	13,577,764	(357,649)	16,775,080	16,417,431



The theme for the 2017 FNU Annual Report centres around the idea of change. More than change, a year of transilience denotes the University experiencing a record year of major breakthroughs in many different areas. This is clear when one goes through the report's pages to find positive improvement in numbers and an increase in notable highlights.

To complement the theme, the graphic elements used within the report's pages are evidently Fijian motifs with one unique star-like motif that has not been overly used in traditional and modern designs. The circular graphic element have both the comb and star-like motifs inspired by highly-valued mats crafted in Fiji called "Kuta." These mats are made with the leaves of the Pandanus tree, take longer to create, and represent high-level and quality craft work. These qualities are representative of the University's own values.

FNU understands that great things take time. We know that in order to consistently advance forward for transilience to happen, we have to take a leap together into the vast possibilities of the future, one change at a time.



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