

---

**VICE-CHANCELLOR'S REPORT TO COUNCIL, NOVEMBER 2010**

---

**Purpose**

To report to Council key developments and events that have occurred since Council's last meeting in May 2010.

**Recommendation**

Council to receive and note the report as detailed in the attached Vice-Chancellor's Report to Council, November 2010.

---

## VICE-CHANCELLOR'S REPORT TO THE NOVEMBER COUNCIL, 2010

---

### 1. INTRODUCTION

The period since the last meeting of Council in May has been both busy and productive, with significant outcomes. The most significant developments have been the opening of the Japan-Pacific ICT Centre and the ground-breaking ceremony of its third phase; finalization of the six-monthly external audit; completion of the draft Annual Plan 2011 representing the transformation of the budget into a full Annual Plan; completion of many of the Strategic Plan initiatives; signing of a number of MOUs with overseas institutions and the United Nations Development Programme (UNDP); attendance at the Pacific Islands Leaders' Forum and related meetings; signing of the 2010-2012 Partnership Agreement with New Zealand and the conclusion of the Senior Management Team/Heads of Schools/Directors Workshop to review the progress of the Strategic Plan and agree on the scope, process, and implementation of the STAR project.

Representing a major milestone for the University, Phase I of the Japan-Pacific ICT Centre was officially jointly opened on 6<sup>th</sup> July by His Excellency, the President of the Republic of Fiji, Ratu Epeli Nailatikau, and His Excellency the Ambassador of Japan to Fiji, H.E Mr. Yutaka Yoshizawa, in the presence of a large number of diplomats, esteemed government officials, USP staff and other guests. The University is greatly indebted to the Government and the people of Japan for this magnificent gift of knowledge and equipment, which is a significant contribution towards ICT development and capacity building in the Pacific. The University acknowledges the generous support from the Government of Fiji for willingly accepting the project under Japan's bilateral assistance to Fiji.

I am pleased that the financial position of the University continues to improve, and the University is on track to complete the year slightly better than budgeted. Donor support remains strong. The large number of internal audits is ensuring that the systems of the University are being independently reviewed and improved continuously.

The University is very pleased that a follow-up report from the Australian Universities Quality Agency has given a very favourable report on progress being made by the University and the reforms it has undertaken. It has expressed satisfaction with the implementation of the recommendations of the previous audit and progress with commendations and indicated that the University is on track to be ready for the next External Quality Audit scheduled for 2013.

The University received the report of consultants on its risk situation and the Audit Committee has received that report together with drafts of a risk management policy and plan. The University has already taken many steps to reduce its risks, and the Council will have an opportunity to review and contribute to the development of the Risk Management Plan. We are confident that strong steps have been taken and will be taken to ensure that the University's risks are managed well.

The University is making good progress on the implementation of the Strategic Plan as detailed in a separate paper. A major effort is being made to embed the Strategic Plan strongly in the

activities of the University. Staff members are becoming more aware of the University's Vision and Mission.

Student support is working well and the relationship between Management and students remains excellent. The new Deputy Vice-Chancellor for Learning, Teaching and Student Services (LTSS) is working well with the students.

The relationship between Management and staff remains good, with constructive dialogue across a range of issues as the University and the Staff Association implement the agreement that was signed between the two parties leading to the decision to grant staff salary adjustment. This work will accelerate now with the imminent appointment of the Executive Director of Human Resources.

In the remaining months of 2010, we will focus on:

- the completion of the remaining Strategic Plan initiatives for 2010;
- completion of the USPNet upgrade;
- active marketing and preparation for the new academic year;
- concluding the recruitment of Pro Vice-Chancellor (Research and International); and
- completion of the academic year, including graduations in Vanuatu and Samoa.

This report has adopted a different format to the previous one, using a table format to report most activities. I hope that it will be more readable. Feedback will determine the format of the next report.

## **2. FINANCE**

The financial situation of the University continues to improve. The latest year-to-August 2010 financial statements show an operating surplus of \$4.93m against a budget surplus of \$2.72m, or \$2.21m better than the budget.

The cash-flow position of the University showed a net decrease in cash and cash equivalents of \$5.34m, taking our balances from \$44.67m at the beginning of the year to \$39.33m as at 31 August 2010. The cash-flow position remains stronger than budgeted.

Significant new assets were added during this period, the most significant being the Japan-Pacific ICT Centre.

## **3. AID**

The total indicative aid budget as at 30 September 2010 stands at **F\$60.425 million**. This figure has increased by F\$31.796 million since May 2010. This comprises mainly project or programme funding confirmed by way of an agreement, contract or a memorandum of understanding up to 30 September 2010.

The details of confirmed funding are set out below in Table 1.

**Table 1-Confirmed Donor Funding up to 30 September 2010**

Source	2010 Funding (FJ\$ )
Japan	21,438,830
Australia	20,779,979
New Zealand	8,021,407
Republic of Korea	3,980,892
ADB/Government of India	1,893,580
European Union	1,173,125
Foundations	1,668,851
Others (includes France, Taiwan and other private funding)	1,469,038
<b>Total</b>	<b>F\$60,425,702</b>

The Governments of Australia and New Zealand are still the only two donor countries which contribute a portion of their aid budget to the University's recurrent budget. Japan is the biggest donor to the University this year, and the European Union have also committed significant funds. Since this year, the Governments of India and Republic of Korea are also substantial donors supporting the work of the University.

The largest portion of "new" aid since my last report to Council in May 2010 is from the Government of Japan. Although the Government of Japan agreed to fund Phase II of the Japan-Pacific ICT Centre, which is worth F\$18 million, these funds have only recently been included in the indicative aid budget. All financial clearance has been sorted out with the Government of Fiji, and the ground breaking for Phase II has taken place.

The increase in aid is also due in large part to the increase in funding from the Australian Government, which agreed to fund the next stage of the Climate Change Adaptation in Rural Communities programme (**AUD 391,000**), in addition to providing (**AUD 1,300,000**) for the Pacific Agri-business Research for Development Initiative. The Australian government also pays tuition and management fees for about 270 students at Laucala, Alafua, and Emalus campuses, and it is estimated that for 2010 this income will total around (**FJD 3,500,000**). Support for renewable energy and sustainable development projects from the Governments of France (**FJD 97,656**), the Republic of Korea (**FJD 3.9m**) and the United States of America (**FJD 34,875**) was also received. UNAIDS and UNFPA (**FJD57, 537**) pledged their support for the development of HIV/AIDS programmes/workshops in the region, and UNFPA (**FJD 220,534**) contributed funds for the development of qualifications for statistical training. In addition to this programme and workshop, the University of Botswana and the European Community (**FJD 254, 055**) have provided support for the establishment of a HIV/AIDS office at the University and the University secured funding in the amount of FJD \$239,401 from the Government of Taiwan for specific projects.

**Details of donor funding confirmed to date in 2010 and for 2011 are outlined in Table 2.**

**Table 2: Major Aid in 2010 and Expectations for 2011**

<b>Country</b>	<b>Funding Support and Key Details</b>
<b>Australia</b>	<p>(a) Partnership Framework Agreement covers Strategic Plan 2010-2012. Priority Areas 2 &amp;3 are fully funded, and core and project funding is also provided. Second tranche payment of AUD 1.5 million was received in July 2010;</p> <p>(b) Future Climate Leaders Program- AUD 1.1 million;</p> <p>(c) Pacific Land Program Scholarships- AUD 671,056;</p> <p>(d) Pacific Agri-business Research for Development Initiative (through ACIAR) AUD 391,000;</p> <p>(e) Management of Australian Regional Development Scholarships Students- FJD 3.5 million for 2010;</p> <p>(f) Pacific Islands Centre for Public Administration- AUD 24 million over 4 years. First tranche payment of AUD 1.2 million was received in April and has been applied toward renovations and ongoing office fit-out. The appointment of the Director has taken some time. Recruitment for the 3 Adviser positions will commence shortly. PICPA is expected to be operational by January 2011.</p> <p>A Team from the Australian National Audit Office, AusAID Canberra, and AusAID Suva visited the University on 31/08/10 to discuss the management of Australian aid to the University and to audit the implementation of projects. The strong partnership between USP and Australia was clear and appreciated by the auditors.</p>
<b>New Zealand</b>	<p>Partnership Funding Arrangement- NZD 13.8 million over 2010-2012 Partnership was signed on 6 October 2010. The core budget support for 2010 (FJD 5.8 million) is a 107% increase over the 2009 contribution (FJD 2.8 million). Other ongoing assistance in 2010 includes (a) PacLII- AUD 300,000, and (b) GMES- NZD 216,000 for 2010.</p> <p>In mid-June, a Mid-Term review of the GMES Project was undertaken. The Governance Task Force considered this draft report at its meeting on 5 October. More details on this are part of the separate report from the Task Force on Governance and Management. PacLII held its Board Meeting on 19/07/10 and concluded a regional conference in early October 2010. The PRIDE project is being wrapped up and will be formally handed over to USP at a ceremony to coincide with this meeting of the Council.</p>
<b>Japan</b>	<p>Phase II of the Japan-Pacific ICT Centre- F\$18 million and US\$300,000 (through JICA) toward the procurement of I-DIRECT. The Japanese experts funded by JICA, are providing significant assistance to USP staff at the Centre. Students and staff are already benefitting from the Centre, and talks with the private sector are underway relating to usage of the incubators.</p> <p>The groundbreaking ceremony for Phase II, a 307 seat multi-purpose theatre, coincided the opening of the ICT Centre, and the construction is underway and expected to be completed in November 2011.</p>

Country	Funding Support and Key Details
<b>European Union</b>	<ul style="list-style-type: none"> <li>• “Meeting the challenge of climate change in the Pacific Islands through training, applied research, and community engagement”- 8 million Euros. EU funded a consultant who visited USP for two weeks in August to write the Contribution Agreement, as per EU requirements. This Contribution Agreement is expected to be signed in November followed by a Financing Agreement, which will then ensure disbursement of funds from January 2011.</li>   <li>• Edulink Network of Island Universities: The NIU project is funded by the EU, under its EDULINK (ACP) programme. It is a three year project, worth Euro \$500,000, with 85% of this amount provided by the European Union. This project has three components: Building Management/Administrative Capacity; the Academic Relevance component; and Capacity Building in Research and Technology.</li>   <li>• PACE-Net (Pacific Europe Network for Science and Technology) PACE-Net partners will meet at Laucala Campus from 29 November- 3 December 2010 to agree on recommendations for leaders relating to science and technology research priorities for the Pacific.</li> </ul>
<b>Republic of Korea</b>	US\$2 million. These funds were channeled through Korea’s bilateral assistance to Fiji, to support renewable energy capacity building. Programmes/activities under this project are being implemented.
<b>India</b>	<p>US\$1 million grant (RETA 7282) administered through ADB. US\$400,000 has been utilized to procure I-DIRECT to enhance USPNet; and US\$300,000 has been set aside for the acquisition of courses, course writing, and conversion to the Moodle platform. Joint USP and ADB high-level mission visited India from 30 August to 6 September, 2010. Four MOUs were signed with Universities and Institutes as part of our initiative to forge strategic alliances with them. Useful discussions in the area of ICT have also opened up interesting possibilities such as assistance with IT connectivity with the assistance from the Indian Government.</p> <p>Two staff from the company LearningMate visited Laucala Campus from 6 -9 October, 2010 to make presentations to staff and have discussions on our requirements for writing and converting USP courses to DFL platform. Discussion with ADB is also currently in progress for the securing of possible soft loans for capital works.</p>
<b>Taiwan/ ROC</b>	FJD \$239,401 for (a) Development of the Community-Scale Solar Water Pumping Project; (b) Pacific Island Spatial Vulnerability Reporting System as Policy Tool to enhance Climate Change Resilience and Adaption Capacities of Coastal Community in Fiji and the Solomon Islands; and (c) Women in Post-Harvest Fisheries was announced at the Taiwan ROC- Pacific Island Countries Dialogue held in the margins of the Forum Leaders Meeting in Vanuatu in August 2010. These projects showcase the fact that much of the research done at USP can be readily adapted and made applicable to empower communities.

#### 4. STRATEGIC PLAN IMPLEMENTATION

##### (a) Priority Area 1: Learning and Teaching

**Strategic Goal:** The University will deliver relevant and high-quality programmes leading to improved levels of student success and graduates who are well-grounded in Pacific issues and who

are (i) knowledgeable and well-informed, (ii) creative and critical thinkers, (iii) superior problem-solvers, (iv) effective communicators and team players, (v) competent leaders, (vi) innovative and entrepreneurial, (vii) ICT and information literate, (viii) socially and culturally responsive, and (ix) self-motivated and independent learners.

As indicated in **Table 3** below, significant progress has been made in this important area. With the new DVC (LTSS) assuming her position on 17<sup>th</sup> August, and with the conclusion of the Senior Management/Heads of School/Directors Workshop. All the initiatives of the Strategic Plan are expected to be successfully concluded.

**Table 3- Priority Area 1: Learning and Teaching**

Activity/ Event	Date	Description
Renewable Energy Programme established	Early 2010	Associate Professor Anirudh Singh was appointed to lead the programme and coordinate USP's efforts in this important area. He is responsible for promoting USP's renewable energy activities by organizing workshops, developing short courses, and liaising with policymakers, businesses, and communities in the region. The "International Conference on Renewable Energy and Climate Change" will take place in December 2010.  The grant from Korea has given a new impetus to the work of the University in renewable energy.
Europa Shield Inter-University Debate Tournament	2-3 June 2010	USP fielded two teams which won the first and second prizes in the inaugural debate tournament which was organized by the EU. Seed funding has been provided for the establishment of a debating society at USP.
International Federation of Physical Education Oceania Conference	7-9 July 2010	The first international physical education conference ever held in the Pacific Islands attracted over 100 practitioners, policymakers and curriculum developers from all over the world to discuss ideas for physical education policies and programmes.  Sports hold significant developmental promise in the Pacific islands and this conference has provided good ideas for promoting this important area.
Student Enrolments	Semester 2, 2010	As discussed in the paper titled "Provisional 2010 Student Enrolments", which is being presented at this meeting of Council, total EFTS in 2010 was 10,623 compared to 10,182 in 2009. Student headcount was 20,225 in 2010, as compared to 19,026 in 2009.  By Campuses, those recording decreases in EFTS were Alafua and Tokelau. In terms of Faculties for 2010, while FBE had the highest proportion of EFTS, it had 95% of its 2009 enrolments, compared to FAL and FSTE which recorded 116% and 103% respectively.

Activity/ Event	Date	Description
Pacific Arts Association 10 <sup>th</sup> International Symposium and Festschrift for Professor Ron Crocombe	12-13 August 2010	This symposium attracted 170 participants to discuss arts in the Pacific. The Cook Islands Campus, together with the Cook Islands Research Association and the Library and Museum Society hosted the Festschrift. The papers presented will be published in Professor Crocombe's honor.
Visit and Lecture by Founder and Lead Developer of Moodle	18 August 2010	<p>The Founder of Moodle, the leading open source course management system in the world, Mr. Martin Dougiamas visited USP to deliver an open lecture on "The Deeper Use and Embedding of Moodle in Blended Learning Approaches". The lecture was well attended by staff eager to learn about his ideas on how to improve the quality of education.</p> <p>Mr. Dougiamas also ran technical workshops for CFDL and other staff, and has agreed to accept a position as Advisor to the University on Learning Management Systems—a major honour for the University.</p>
Oceania Conference on Creativity and Climate Change- Oceans, Islands, and Skies	13- 17 September 2010	Writers, artists, environmental activists and academics gathered at USP to discuss alternative ways of responding to climate change issues, and investigate the social implications of climate change on the existence of humankind.
Strategic Total Academic Review/SMT-HOS-Director's Workshop	17-18 September 2010	<p>The aims of the Workshop were to evaluate the implementation of the Strategic Plan to September; determine action for the balance of 2011; highlight quality and accreditation issues; and to launch the STAR project.</p> <p>The new DVC (LTSS) led the discussion on the STAR project and agreement was reached on the aims and objectives of STAR; various work streams and their composition; timelines; and project management.</p> <p>I am very pleased with the commitment of all senior staff to the fundamental changes envisaged in STAR and their willingness to undertake the necessary work.</p> <p>We were very pleased to have Professor Peter McPhee, former Deputy Vice-Chancellor and Provost of the University of Melbourne (and who led Melbourne's most dramatic curriculum change) and Mr. Graeme McNally, an experienced academic administrator and finance expert assist the workshop.</p> <p>Agreement was reached on the aims and objectives of STAR; various work streams and their composition; and timelines; and project management. The various work streams have already started meeting.</p> <p>One of the immediate outcomes from the Workshop is</p>

Activity/ Event	Date	Description
		that the SMT has now agreed that 30 courses should be deleted from the 2011 offerings.
Learning and Teaching Policy	Approved by Senate on 29 <sup>th</sup> September 2010	The DVC (LTSS) will now lead the development of the Learning and Teaching Plan that will implement the policy.
Introduction of Generic Courses	Ongoing	Communication and Information Literacy, UU100, has been introduced this semester. There are now two generic courses (the other is UU114) being offered. The remaining two generic courses, both of which are 200-level, will be taught in 2011.
USPNet Upgrade	To be completed by the end of 2010	<p>The upgrade of USPNet has been one of the most important initiatives of the University in 2010. All the levels of USPNet are being upgraded—most of the stages are now complete and the final stage of implementing the change to the satellite platform—from Gilat to I-DIRECT is in the final stage of completion. Hub installation, NSS line up, authorization and testing took place from 6-10 September, and the new hub was commissioned on 10/09/10. Remote site installation started from 10<sup>th</sup> September. All the major campuses have been upgraded and the rest of the campuses will be completed by the end of the year.</p> <p>The importance of this upgrade cannot be over-emphasized as the new capacities of USPNet—including additional broadband, tripling of its speed, greater capacity of its video-conferencing, and its reliability are all essential to the major effort that the University is putting into getting a large number of new programmes into Moodle and on-line.</p>
External Advisers' Review	Ongoing	<p>Fourteen reviews are planned for the period July through November 2010. These will be very useful for quality assessment and improvement, and to assist Schools, Faculties and the University as a whole in ensuring successful change management.</p> <p>All schools and programmes so far reviewed have benefitted from the internationally renowned External Advisors.</p>
International Conferences approved under the VC's Incentive Funding (Australia)	2010	<p>SMT approved seven conferences to be hosted by USP in 2010. Six have already been held with the renewable energy conference scheduled for December 2010.</p> <p>These conferences have channeled the academic energies of sections on important academic and</p>

Activity/ Event	Date	Description
		development topics, have allowed the establishment of international connections, and have raised the national, regional and international profile of the University. The management will ensure that there is effective follow-up of these conferences.

**(b) Priority Area 2: Student Support**

**Strategic Goal:** The University will enhance the success of its students by improving learning environments and support, on-campus living and facilities, and will enrich campus life through a greater variety of cross-cultural experiences, thereby strengthening pan-Pacific consciousness across all campuses.

Student support describes the measures that all sections of the University take to ensure that the living and learning environment enables student success. New and innovative activities both inside and outside the classroom, enhanced facilities, and services offered by sections such as Students Learning Support, ITS and the Library ensure that the student experience is exciting and positive. The high levels of participation in student support and Campus Life activities demonstrates that USP students are aware of the assistance available to them and the need to participate in their University and wider community. Some of the activities taking place related to student support are featured in **Table 4** below.

**Table 4-Priority Area 2: Student Support**

Activity/ Event	Date	Description
USP Volunteer Scheme	29 May 2010	The first volunteer activity of 2010 was a visit by the Tourism and Hospitality Students' Association to the Homes of Hope in late May. During the mid-semester break, two teams of student volunteers also participated in community projects in Serua and Naitasiri, both of which were facilitated by the Ministry of Fijian Affairs.  This is an important element of preparing students for success in life and in ensuring that they care for the disadvantaged sections of society.
New Food Court	Opened 16 July 2010	The new Food Court, managed by MHCC, has been well-received by all staff and students.
Meeting with Australian Regional Development Scholarships ( ARDS) Students	18 August 2010	The Director of Development, Marketing, and Communications since July 2010, is in-charge of Regional Scholarship Team (RST). He addressed around 160 Australian-sponsored students to encourage them to maintain high academic standards and utilize the range of support services offered by the RST. The University is paid by Australia to manage the ARDS students at Laucala, Alafua, and Emalus campuses.
USP "Safe, Clean, and Green" Scheme	20 August 2010	This concept was launched on 20 August 2010 by the Deputy Vice-Chancellor Administration & Regional

<b>Activity/ Event</b>	<b>Date</b>	<b>Description</b>
		Campuses. The launch was held in conjunction with the first official event of the campaign, the region-wide “Campus Litter Sweep”. All USP campuses were involved in staging activities for this event which was a region-wide success.
Health Centre Blood Drives	April and September 2010	The University was recently recognized by the Fiji National Blood Service for collecting the most blood in the Tertiary Institutions category for 2009. In 2010, there have been two blood drives at the Laucala Campus - one in April and one in September 2010.
New Student Accommodation	Construction commenced on 3 September 2010	Construction work on the new 120 bed student hostel started on 3 September 2010 and is expected to take around 30 weeks for completion.  It is noteworthy that through a more rigorous process, the University was able to secure the construction of 50 percent more beds than had earlier been anticipated. The additional accommodation will go some way towards meeting the concerns that some member countries had raised about the University’s inability to accommodate regional students.
National Scholarships Officers Roundtable Consultation	7-8 September, 2010	This consultation brought together senior public servants, scholarships officials, donors and USP staff to promote active engagement through two days of consultations and presentations, which facilitated discussions. This meeting proved to be an effective mechanism for the University to ensure that the learning and teaching outcomes toward which it is working are the same outcomes desired by member countries.  This initiative is part of the University’s efforts to link more closely with the requirements of member countries and to obtain on-going feedback on its systems and processes.
Job Search Skill-Building Workshops	2010	Workshops on building job-seeking skills were organized to assist final year students to commence their search for employment.
Alumni Activities	Ongoing	As the University was established forty-two years ago, there are in excess of 40,000 USP alumni around the globe. The Alumni Office, located within Development, Marketing, and Communications, will organize a reunion in December for the first nine graduating years. Three Alumni functions (in Auckland, Tarawa and Nukualofa) were successfully held so far and an Alumni portal is now operational.
Sports	Ongoing	Sports have been further developed to encourage a healthy lifestyle for staff and students. USP teams have performed well in several competitions. For

Activity/ Event	Date	Description
		example, the USP Rugby team reached the quarter final stages of the Escott Shield Competition in Suva. The USP Table Tennis team participated in the Bank of the South Pacific Business House Competition, and was crowned the winner for 2010.

**(c) Priority Area 3: Research, Graduate Affairs, and Innovation**

**Strategic Goal:** The University will increase the quality, quantity, focus, equity, and dissemination of its research, leading to greater access, applications, and benefit for the Pacific region.

The University has positioned itself as a leader in research that is original, modern, and readily applicable to the real-world problems and challenges of its member countries. The Research Office and the faculties themselves encourage staff and students to be research-active by providing incentives and support. **Table 5** provides information on some of the University's activities related to research and its dissemination.

**Table 5-Priority Area 3: Research, Graduate Affairs, and Innovation**

Activity/ Event	Date	Description
USP/EU Post-Copenhagen Forum on Climate Change	28 April 2010	This event was co-hosted by the EU, and supported by the British High Commission, the US Embassy, the French Embassy, the PRNGO Alliance, and the Econesian Society (USP). Eminent panelists answered queries from the audience in a discussion moderated by Professor Patrick Nunn, Pro-Vice Chancellor Research and International. This opportunity enabled staff, students, and the public to map a way forward for the Pacific as preparations commence for the next COP meeting in Mexico.
Visit by Auckland University Pro-Vice Chancellor (International)	17 May 2010	Professor Tremewan and his Director International, Mr. David Baker visited USP for a day to discuss possible areas of collaboration. This visit led to the signing of a MOU with the University of Auckland in June 2010 when I visited the AU prior to attending the meeting of Presidents of Asia Pacific Rim Universities (APRU).
Yunnan Education Delegation	1 June 2010	A delegation of the Yunnan Provincial Department of Education from China paid a courtesy visit to USP to discuss possible areas of collaboration, particularly student and staff exchange. The visit also explored the possible establishment of a Chinese Language and Cultural Learning Centre in Fiji. The visit was facilitated by the Research Office.
International Office re-branded as USP International	July 2010	The office has been re-branded and will be strengthened to reflect the increased importance of international students and international mobility to the University. Four new professional staff members have been recruited to this end.

<b>Activity/ Event</b>	<b>Date</b>	<b>Description</b>
Inaugural Faculty of Arts and Law “Sevens”	28 July 2010	Academics gave seven minute oral presentations on various research topics in a session aimed at providing insights into the research process. Due to the success of the event, another “sevens” session will take place prior to the longer FAL “fifteens” later in the semester.
Inaugural Three Minute Thesis Competition	20 August 2010	<p>This well-attended event challenged students and staff to summarize their academic work in three minutes or less. The first prize was awarded to Ms Rupantri Raju from the Institute of Applied Science. She received a top-of-the-range laptop and an all-expenses paid trip to Brisbane, where she represented USP at the 3MT Finals with students from universities around Australia and New Zealand.</p> <p>This was the first time that this event was organized at USP and proved very successful. The University is confident that its graduate students can do well against the graduate students of other universities in this competition—and it will be useful in raising the international profile of USP.</p>
Institute of Applied Sciences’ Microbiology Laboratory Achieves International Accreditation	28 August 2010	The IAS Laboratory received this accreditation which makes it even more useful to the University’s member countries. The accreditation assessment as well as the purchase of new equipment, microbiological media and reagents for the laboratory was funded by USP in response to a request from the Fiji Government’s Ministry of Health. The IAS Laboratory is the National Technical Laboratory for the analysis of foods in line with the Food Safety Act, as well as for the export of fish and related products to the EU.
Regional Energy Summit	14-15 September 2010	The Faculty of Science, Technology, and Environment organized a one and a half day workshop for regional energy directors, as part of the Korean government-funded project to ascertain the renewable energy training and capacity-building needs of Pacific Island Countries.
Research Day to Vutia Village	25 September 2010	The Research Office organized this excursion for staff and students to the village, which was the research site of a Master’s student. The aim of the visit was to raise awareness about research at USP.
Release of Preliminary Report on Poverty and Income Distribution in Fiji 2008-09	1 October 2010	The School of Economics, together with the Fiji Islands Bureau of Statistics, launched " <i>The Preliminary Report on Poverty and Income Distribution in Fiji in 2008-09</i> ". The report, a joint effort of the Fiji Islands Bureau of Statistics and Professor Wadan Narsey, provides extensive data on the incidence of poverty in Fiji, and will be useful for development research and the formulation of policy relating to poverty alleviation in Fiji.

<b>Activity/ Event</b>	<b>Date</b>	<b>Description</b>
Social Policy, Social Welfare Systems and Human Security in the Pacific Conference	5-7 October 2010	The Faculty of Arts and Law's School of Social Sciences, together with United Nations Children's Fund (UNICEF) hosted this successful conference. Keynote speakers included Dr. Isiy Ndombi, the UNICEF Pacific Representative.
Vice-Chancellor's Prizes: for Creative Arts and for Innovation	Ongoing	In order to encourage and reward excellence, two further prizes were established from 2010 to promote creative arts and innovation. Staff and students are eligible for the awards, the nominations for which will be accepted from November. Winners will be recognized in the following March with a certificate and a F\$5000 cheque at the Medals and Prizes Awards Ceremony which precedes the Laucala Graduation in April.
Marketing Activities	Ongoing	The University has been involved with secondary schools expos; the Fiji Showcase; the Hibiscus Festival; the Ministry of Education Showcase at the Government Information Referral Centre. Alafua Campus Open Day 2010 took place on 19 August 2010 and was a day fully of well-attended tours and activities. A very successful USP Open Day 2010 took place on 24 September 2010 at Laucala and most other campuses. This is the University's main marketing event, the theme of which was "USP: Preparing you for lifelong success" and officially launched the commencement of enrolments for 2011. University also took part in the march and display organized to celebrate Fiji's Independence Day celebrations.

**(d) Priority Area 4: Regional and Community Engagement and Internationalisation**

**Strategic Goal:** The University will exercise leadership and engage proactively with the region, its communities and internationally on major development issues.

During this reporting period, the University received many enquiries from academic and research institutions that are interested in partnering with USP. Several notable academics have visited the campus to deliver lectures and seminars, and to learn more about USP. Many important meetings and conferences also took place in the region, and the University has provided substantial input to, and exercised a leadership role at, several of these meetings. The key details of several of these meetings and conferences are set out below in **Table 6**.

**Table 6-Priority Area 4: Regional and Community Engagement and Internationalisation**

- *Important Meetings/Workshops/Conferences Attended*

<b>Activity/ Event</b>	<b>Date</b>	<b>Description</b>
Meeting with Indonesian	22 April 2010	The Indonesian Ambassador to Fiji, His Excellency

<b>Activity/ Event</b>	<b>Date</b>	<b>Description</b>
Ambassador		<p>Mr. Chandra Salim, paid a courtesy visit to the University to exchange view and explore possible areas of collaboration.</p> <p>Among the ideas floated by His Excellency Salim were the promotion of Indonesian art and culture at USP and the interest among Asian diplomats to establish an Asian Centre at USP.</p>
Institute of Education Advisory Board and PRIDE Steering Committee Meeting	28-29 April 2010	The Deputy Vice-Chancellor Administration and Regional Campuses represented the University at this meeting which was attended by twelve of the region's Directors of Education and their representatives.
Visit of UPNG Edulink Network of Island Universities Team	23 May 2010	<p>The University of Papua New Guinea's Network of Island Universities (NIU) Project Team visited the University for discussions with their counterparts here on this EU funded project which aims to build management capacity and capacity in research and technology.</p> <p>This was an important visit as UPNG had missed attending an earlier meeting of island universities and in promoting general co-operation between UPNG and USP.</p>
Meeting with Solomon Islands High Commissioner to Fiji	27 May 2010	<p>The first Solomon Islands High Commissioner to Fiji, His Excellency Mose Mose visited the University to discuss the performance of Solomon Islands students and the future development of the USP Campus in Honiara. His Excellency is a distinguished USP alumni.</p> <p>His Excellency raised the issue of the performance of Solomon Islands students and the importance of USP being able to provide accommodation for SI students.</p> <p>The University assured HE Mose that the University would be in a position to provide accommodation to SI students from 2011.</p>
APN Global Change and Coral Reef Management Capacity in the Pacific Workshop	9-10 June 2010	This workshop, facilitated by the Institute of Marine Resources (IMR) and the Pacific Centre for Environment and Sustainable Development (PACE-SD), in association with the Asia Pacific Network, engaged policy makers and scientists to discuss current research and capacity building work to manage coral reefs in the Pacific.
25 <sup>th</sup> CROP Executives' Meeting	9-10 June 2010	This was held in Apia and hosted by SPREP. Discussions centered on the Pacific Plan and coordination issues, such as the CROP Charter. I was successful in obtaining the concurrence of CROP Executives for USP to co-chair the CROP ICT Working Group with SPC.

Activity/ Event	Date	Description
		<p>The meeting of CROP Heads was also important in sharing information and promoting greater collaboration among CROP agencies.</p> <p>It is noteworthy that the University has signed MOUs with FFA and SPREP and will complete the signing of MOUs with the remaining CROP agencies before the end of this triennium.</p>
Visit by Hawaii State Senator Kalani English	10 June 2010	State Senator English visited the Oceania Centre for Arts, Culture, and Pacific Studies to discuss possible joint activities in support of Pacific arts.
Visit by Australian National University representatives	14 June 2010	<p>Three distinguished staff from the ANU visited the USP to discuss collaboration in the area of Pacific culture, history, and languages.</p> <p>USP and ANU are keen to conclude an MOU soon, but USP is keen to ensure that such an MOU clearly recognizes the regional nature and position of USP.</p>
Environmental Journalism Workshop in Samoa	15-16 June 2010	As part of the South Pacific's Regional Outreach Programme, the Divisional head of Journalism, Mr. Shailendra Singh attended an Environmental Journalism Workshop in Apia. The objective of the workshop was to progress environment reporting in the Pacific.
Pacific ICT Ministerial Meeting in Tonga	16-18 June 2010	This forum was important for USP as we are one of the leading agencies for ICT in the Pacific. I delivered a keynote address and other members of the USP team presented on the Japan-Pacific ICT Centre. This meeting accepted the key roles of SPC and USP as joint leaders of ICT activities in the region.
Quarterly Meeting with Australia and New Zealand	21 June 2010	Members of the SMT, the Development, Marketing, and Communications Office and I met with representatives from Australia and New Zealand to present reports on the progress of donor-funded projects and activities. This was a successful meeting that will be followed by another quarterly update and high level consultations in mid-November 2010.
Visit to New Zealand	26-30 June 2010	<p>I spent five days in New Zealand for four significant engagements. First, I attended a meeting of the New Zealand Vice-Chancellor's Committee as an observer and made a presentation on recent developments at USP. New Zealand Vice-Chancellors were very supportive of USP and offered to help in any way they could. It was important for me to meet the Vice-Chancellors.</p> <p>I also met with officials from New Zealand's Aid Programme. This was important in updating them on recent developments and to advance the discussions</p>

Activity/ Event	Date	Description
		<p>on the NZ/USP Partnership Agreement.</p> <p>In addition to the above, I also met the CEO of the New Zealand Tertiary Education Commission, Professor Roy Sharp and held discussions regarding tertiary education developments in New Zealand. As Professor Sharp used to be the NZ Representative to the UGC, the re-establishment of this contact should prove useful in the future.</p> <p>I also hosted an Alumni Cocktail at the end of the visit. This was the first such event outside our member countries and provided an opportunity to link effectively with the very large alumni who now live in Auckland and New Zealand generally.</p>
Pacific Island Countries-Development Partners Meeting	24-25 June 2010	The Director of Development, Marketing, and Communications represented USP at this meeting, which was an excellent opportunity to provide development partners and member countries with information on how USP is contributing to the sustainable development of the region. The Pacific Plan and MDGs were also discussed.
Global Development Network Partners Meeting	1-2 July 2010	Professor Biman Chand Prasad, Dean of the Faculty of Business and Economics, attended this in his capacity as Chair of the Oceania Development Network. Participation in these meetings will result in USP staff having access to more research funds and opportunities for publication.
International Pacific Marine Education Network (IPMEN) Conference	7-9 July 2010	<p>This conference, hosted by the Marine Studies Division and the Institute of Applied Science, brought together 87 participants from a dozen countries to discuss marine education and commit to undertake various projects.</p> <p>I spoke to the participants about the University and out interest in collaborating with other universities and individuals.</p> <p>I would like to thank Dr. Joeli Veitayaki, Associate Professor of Marine Studies, for his leadership at this conference.</p>
Kiribati Development Policy Dialogue	9 July 2010	The fourth in-country development dialogue was held in Tarawa with the theme “ <i>Enhancing Te Mauri Te Raoi ao Te Tabamoa in the Fourth Decade of Nationhood</i> ”. This theme denotes good health, peace, and prosperity for all I Kiribati. Very eminent people in Kiribati attended this meeting, and therefore significant issues were seriously addressed.
Kiribati Campus Graduation Ceremony	9 July 2010	President Anote Tong of Kiribati was the guest speaker at this Graduation Ceremony, which was an

Activity/ Event	Date	Description
		<p>opportunity for many I-Kiribati to receive their certificates. The University is very grateful to His Excellency President Tong for also hosting dinner at the State House to celebrate the occasion.</p> <p>I was also able to have a formal meeting with the President, his officials, and the Minister of Education and his officials. The President re-affirmed his government's support for the University and to the upgrade of the campus. The University also agreed to implement a project in Kiribati to reduce the number of untrained teachers in a programmatic manner.</p>
Small Island States' Officials Meeting	12 July 2010	This meeting was a forerunner to the SIS Leaders' Meeting. Officials discussed many important and timely issues, such as climate change and environment, the bulk procurement of fuel, labor mobility, and gender initiatives. The report from this meeting was presented to the Leaders and will inform the final outcomes of their deliberations.
World Music Festival	12-14 July 2010	The Pacific Writing Forum in the School of Language, Arts, and Media at the Faculty of Arts and Law hosted this festival, which was coordinated by the Alliance Francaise at Laucala. The festival included workshops and public performances.
Pacific Plan Action Committee Meeting	13-14 July 2010	The 2010 Pacific Plan Progress report was discussed. USP provided significant input to the report.
Forum Officials Committee Meeting	15-16 July 2010	This objective of this meeting was to consider the PIFS' Budget and Work Programme, as well as the progress of the Regional Institutional Framework, which sees the merging of SPBEA and SOPAC into SPC.
PacIII Advisory Board Meeting and Workshop at Emalus	19 July 2010 & 1 October 2010	The Advisory Board sat to provide strategic advice on the direction of PacLII. The workshop, held on 1 October at Emalus, addressed how best to ensure the continued access to online legal materials which is currently provided by PacLII.
Fiji Economy Update-Suva and Lautoka	20 July 2010 in Suva and 22 July 2010 in Lautoka	These annual updates attracted considerable interest and involved spirited discussions.
Engaging with the Pacific Meeting	22 July 2010	At the invitation of the Fiji Government, Professor Murari Lal, Director of PACE-SD, presented a paper on Climate Change to the leaders and Foreign Ministers of many of the University's member countries. USP also had a booth at the trade fair at the meeting.
Pacific Islands Forums Leaders' Meeting and Post-Forum Dialogue Meeting	2-6 August 2010	I attended this meeting to absorb discussions on regional priorities and policy developments, and share details on the work that USP is doing to support its members. There were many opportunities in the margins of the meeting to liaise with donor partners.

Activity/ Event	Date	Description
		I was also able to meet the Vice-President of the World Bank and start discussions regarding higher education. I also met the Vice-President and a Director of the ADB and advanced our discussions on the possibilities of a soft loan for the University.
Small Islands States and Pacific ACP Leaders' Meetings	2-6 August 2010	These meetings were ideal for additional dialogue on timely issues and the human resource development priorities of member countries.
Pacific Education Development Framework Consultation Meeting	10-13 August 2010	<p>This planning meeting took place in Nadi, and was attended by a ten-member USP delegation, which presented many papers and provided a substantial contribution. This meeting decided on the topics to be discussed at the Forum Education Ministers' Meeting set for mid-October 2010 in Port Moresby.</p> <p>I am pleased that the wider educational role of USP is being recognized at such meetings—and that our staffs are playing a leading role in discussions of regional educational matters.</p>
Meeting with Timor Leste Foreign Minister	9 August 2010	I met with the Honorable Lacarias Albano da Costa, Minister for Foreign Affairs of Timor Leste to discuss opportunities for future cooperation. I expect to have further discussions with him and his honorable colleague the Minister for Education in the future as we offer the possibility of having students at USP from Timor Leste.
Development Dialogue Meeting in Tonga	25 August 2010	This fifth in-country development dialogue was held in Nuku'alofa and had as its theme " <i>Economic Challenges of Tonga: The Way Forward</i> ". A broad range of topics were explored by the high-level attendees, and there was a positive and substantive exchange between USP academics and public and private sector representatives. There was also a function for alumni in Tonga.
Visit of Tuvaluan Delegation to the USP	26 August 2010	I met a six member delegation from Tuvalu's Ministry of Education, headed by the Tuvaluan Minister for Education, Sports, and Youth, Hon. Falesa Pitoi. This was part of their visit to educational institutions in Fiji. The visit was an opportunity to discuss issues related to admission, finance, and on-campus accommodation that concern Tuvaluan students. These issues were discussed and resolved with the USP staff that deal directly with Tuvaluan students. The Hon. Minister was accompanied by the Permanent Secretary for Education and four very senior education officials.
Visit to India	30 August- 6 September 2010	I travelled to India from 28 August to 6 September with the three Deans and the Director of Development, Marketing, and Communications to meet Indian academic institutions to forge strategic

Activity/ Event	Date	Description
		<p>alliances as part of the GOI/ADB assistance to USP. The GOI has previously pledged support in the amount of USD 1 million, through ADB, in order to assist University member countries in the fields of information and communication technology and education. Our discussions with the Indian institutions were very successful, and three MOUs were signed during the visit. Another MOU was signed subsequent to our visit.</p> <p>The GOI grant will also allow USP with the assistance of ADB to prepare feasibility studies relating to future capital works. We have already initiated work in developing conceptual architectural designs for a convention and cultural centre, international house and campuses for Lautoka and Labasa. The Director of Properties and Facilities has recently visited Solomon Islands to determine issues around improvement to the current campus and the new campus. Similarly, the Director of Properties and Facilities has also visited Kiribati to determine more precisely issues relating to the upgrade of the campus there.</p> <p>In addition to these, funding is also being sought for general upgrading of regional campuses and to make campuses more sustainable</p> <p>Discussions with the ADB regarding projects and future loan opportunities will continue to progress for the remainder of the year.</p> <p>The discussions with ADB have been undertaken after approval of FIC and Council and the full proposals will be taken to FIC and brought to the Council once detailed discussions have been undertaken.</p> <p>One of the main issues in the discussions with the ADB relate to the need to obtain guarantees for the loan from Member Countries through the Ministries of Finance. It will be especially important to have the guarantees of those countries where significant investments will be made, but ADB also feels that since these investments will benefit the entire USP membership, it will be useful to have guarantees from all member countries.</p> <p>I wish to highlight this particular requirement of the possible loan at this stage to allow Ministers to reflect on it and to begin their own national</p>

Activity/ Event	Date	Description
		discussions.
Regional Conference on Small Business Development and Entrepreneurship in Pacific Island Countries	16-17 September 2010	This conference, opened by the Honorable Prime Minister of Fiji, Commodore Voreqe Bainimarama, brought together public and private sector representatives for lively discussion and debate on issues affecting small businesses.
106 <sup>th</sup> Fiji Principals' Association Conference and Visit to the Labasa Campus	30 September 2010	I was the chief guest at the Fiji Principals' Association conference in Labasa, Fiji, and gave the opening address on diversity and education. The main points I raised included the importance of being inclusive in education so that all children can reach their full potential, the growing importance of technical and vocational education, and the role of education in promoting entrepreneurship and in promoting the acceptance of diversity. I also visited the Labasa campus and spoke to the Director and staff, as well as some of the Advisory Committee members.
Visit of a Delegation from Japan in preparation for the 23 <sup>rd</sup> Ship for World Youth Programme	30 September 2010	As the 23 <sup>rd</sup> Ship for World Youth will visit Fiji from 3-5 February 2011, a five-member delegation from Japan and officials from Fiji's Ministry of Youth and Sports visited and met the Deputy Vice-Chancellor for Learning, Teaching, and Student Services. Some USP students will be on board the ship, which aims to promote international friendship and develops participants' leadership skills.

I am pleased to confirm that an updated list of all MOUs has been prepared by the Development, Marketing and Communications Office, the Office of the Pro Vice-Chancellor Research and International, and my office. This comprehensive list will be a valuable resource for all staff members. I will closely monitor the implementation of all MOUs so as to ensure that the University extracts maximum value from these strategic linkages, and also provide valuable inputs to all its partners.

During the period covered by this report, a number of MOUs have been signed that strengthen links between USP and other universities and institutions. These MOUs are listed below in **Table 7**.

**Table-7: Priority Area 4: Regional and Community Engagement and Internationalisation (continued)**

- *Signed Memoranda of Understanding*

MOU/ Agreement	Date	Description
MOU between Fiji and Korea for USP	7 May 2010	The Republic of Korea committed USD 2 million to USP to implement a renewable energy generation, resource assessment, and capacity building programme for the sustainable economic development of the region.
MOU with Australian	7 May 2010	Provides for cooperation related to quality assurance,

<b>MOU/ Agreement</b>	<b>Date</b>	<b>Description</b>
Universities Quality Agency		and is especially important to the work of the Planning and Quality Office. This will guide work to ensure that the University is on track for the quality audit in 2013.
MOU with Dravuni (Kadavu, Fiji) Community	12 May 2010	Strengthens partnership related to the operations of the Dravuni Research Station located in Dravuni.
UNFPA Funding for OCAC-PS Performances	13 May 2010	Letter of Understanding provides funds toward the production of “A Love for Life: Silence and HIV” and various workshops in the arts and teacher education.
MOU with University of Tasmania	26 May 2010	Strengthens cooperation in education and research, and allows two UT researchers to visit USP later this year. Initial cooperation will relate to climate change and joint teaching.
MOU with University of Botswana	8 June 2010	Relates to Health and Development Innovation Consortium, funded by the EC and ACP to strengthen national HIV/AIDS responses. F\$254,055 has been approved for the Phase 1 activities (June 2010- May 2011).
MOU with UNFPA	9 June 2010	Strengthens training for Statisticians in Pacific Island Countries. It benefits the USP Official Statistics programme, and the Population Studies and Demography programme. As a result of this funding, the Official Statistics programme has been reviewed externally, and the programme will be put on-line.
MOU with University of Auckland	29 June 2010	Enables significant cooperation in various areas such as Pacific studies, science and technology (especially engineering) and international student recruitment.
MOU with Australia Pacific Technical College	5 July 2010	Allows many USP staff to obtain APTC training at no cost. USP will provide some facilities in return, and USP and APTC will co-operate to provide training in English. This association is important in ensuring the Regional Centre for Continuing and Community Education develops accredited programmes.
MOU with Tourism Fiji	20 July 2010	Students will benefit from internships, and staff, students, and industry professionals will benefit from a regular exchange of information.
MOU with Oceania National Olympic Committee	5 August 2010	Formalizes a mutually-beneficial partnership in the delivery of sport education programmes, and funds the Oceania Sport Education Programme’s community courses, and a Coordinator for that programme, at the Regional Centre for Continuing and Community Education.
MOU with Vinod Gupta School of Management (VGSoM), IIT Kharagpur (India)	3 September 2010	Partnership Covers areas such as curriculum development, exchange of DFL expertise, training of USP staff, and live delivery of VGSoM courses.
MOU with Indira Gandhi National Open University (IGNOU), Delhi	6 September 2010	Partnership covers staff exchange, DFL capacity building, and course development. A Licensing Agreement was also signed, which allows USP to

<b>MOU/ Agreement</b>	<b>Date</b>	<b>Description</b>
		purchase and use IGNOU courses, beginning with the immediate purchase of 8 courses for the USP Master in Education programme.
MOU with Shri Ram College of Commerce (SRCC), Delhi University	6 September 2010	Partnership includes student and staff exchange, curriculum development, joint research, and the facilitation of postgraduate recruitment for USP.
MOU with United Nations Development Programme	22 September 2010	General agreement to collaborate in areas such as climate change and knowledge sharing.  This is a landmark MOU for the University as it will allow it and the UNDP to work together. Preliminary meetings have already taken place for joint work, including the placement of USP graduates as interns with the UNDP. Arising from this collaboration, USP has partnered with PIFS, ADB, and UNDP to launch the Pacific Solution Exchange, an online development effectiveness discussion community.
MOU with Frankfurt School of Business and Economics	22 September 2010	Enables cooperation in the area of development finance, especially those areas that promote development toward achievement of the MDGs.
MOU with Institute of Economic Growth (IEG), Delhi	27 September 2010	Partnership includes faculty exchange, joint research, and assistance to USP in economic modeling.  The IEG is one of India's premier think tanks with strong modeling capacity. It produces its independent forecasts for the Indian economy. The Prime Minister of India is on the Board of this Institute.  USP also needs to develop its capacity to model member country economies and to have independent capacity to make forecasts. This MOU will provide support for this initiative.
Amendment to MOU with the International Organization for Migration	5 October 2010	Relates to the partnership of universities around the world participating in the Intra-ACP Observatory on Migration.

**(e) Priority Area 5: Human Resources**

**Strategic Goal:** The University of the South Pacific will continue to be the employer of first choice in higher education in the Pacific region.

As the University is only as strong as its staff members, I recognize that it is crucial for the area of Human Resources to continuously improve its operations. Human Resources have made good progress against their key targets as identified in the Strategic Plan. While the University still continues to face some difficulties in making timely and good quality appointments especially at the higher levels, it has been able to make a good number of senior appointments in 2010. Some of their latest successes are included in **Table 8** below.

**Table 8: Priority Area 5: Human Resources**

<b>Activity</b>	<b>Description</b>
Recruitment	<p>The staffing situation of the University is improving, with some key new appointments being completed since the May Council. I wish to mention in particular that Professor Vilsoni Hereniko has taken up his position as Director of the Oceania Centre for Arts, Culture, and Pacific Studies and Professor of Pacific Studies. He is a former member of USP staff and brings wide international experience and credibility. He was previously the Director of the Center for Pacific Studies at the University of Hawaii. He has already taken charge of this vital area of University's activity in Pacific arts, culture and Pacific Studies.</p> <p>Professor Sudesh Mishra has also taken up his position as the Head of the School of Language, Arts and Media (SLAM). He too brings very strong academic credentials having worked in the Pacific, Australia and the United Kingdom. He will lead the University's efforts to improve the English language competence of our students.</p>
Deputy Vice-Chancellor Learning, Teaching and Student Services	<p>Professor Susan Kelly assumed her position in on 17 August 2010. She is responsible for the key areas of Learning and Teaching, Campus Life, and Student Services. Her major task early in her tenure at USP is to lead the University's Strategic Total Academic Review (STAR), which will entail a comprehensive reform of the University's programmes, courses, and academic policies, procedures, and structures.</p>
Departures from USP	<p>Some senior staff members have also departed USP, including Dr Eci Nabalarua, who recently completed her term as Pro Vice-Chancellor, Learning and Teaching. I thank Dr Nabalarua for her contributions to USP over many years, both in the School of Management and also at Senior Management level.</p> <p>We are also very sorry to lose Pro Vice-Chancellor (Research and International), Professor Patrick Nunn. Professor Nunn has been our PVC for about two years, and has done an outstanding job of establishing important institutional arrangements to raise the profile of research and to monitor and evaluate the quality of research. He is an internationally-acclaimed author and researcher, and his departure will be keenly felt by the University.</p>
Executive Director of Human Resources	<p>The position of Executive Director, Human Resources has proved to be difficult to fill. The position was re-advertised and an appointment is expected to be made soon. In the meantime, the recommendations of the HR Review are being implemented under the guidance of Ms Liz Bare, Advisor to VC and DVC-Administration and regional Campuses.</p>
Redundancies	<p>In the case of the five academic and comparable staff, the hearing by the Tribunal took place on 19-21 July 2010. One of the cases has been settled, two are still being negotiated, and two others will be heard by the Tribunal in November. I am optimistic that this matter will be resolved soon.</p>
HR Benchmarking	<p>USP is a member of the Universities HR Benchmarking Programme, which is administered by Queensland University of Technology. This program consists of 45 members from Australia, New Zealand, South Africa and Fiji. Results from the recently published 2009 HR Benchmarking Report show that USP is close to the 2<sup>nd</sup> quartile (approx. 60%), compared to the universities' average of 61.04%. The USP target is to attain the 75<sup>th</sup> percentile, and appropriate measures will be taken to reach this target. Staff will critically</p>

Activity	Description
	review the report, examine the gaps identified, and implement strategies and activities to bridge those gaps, within the framework of the Strategic Plan.

**(f) Priority Area 6: Governance, Management, and Continuous Improvement**

**Strategic Goal:** The University is committed to delivering institutional effectiveness through the highest standards of governance, management and continuous improvement.

The Strategic Plan has served to embed the awareness about best management practices and the concepts of good governance and transparency into everything the University does, and its implementation supports reforms that result in quicker, yet still consultative, decision-making. Much progress has been made in this area, and this is summarized in **Table 9** below.

**Table 9-Priority Area 6: Governance, Management, and Continuous Improvement**

Activity	Description
Post Quality Audit Follow-Up Visit	<p>Professor Robyn Quinn visited the University from 12-14 July 2010 to provide an appraisal of USP's progress on the implementation of the recommendations and affirmations made in the 2008 Audit Report and to assess the readiness of USP for a quality audit in 2013. Her overview comments were:</p> <p><i>"The Reviewer was deeply impressed by the changes at USP since 2008: the improvement in staff morale; the sense of teamwork exhibited by the senior management team, the growth in postgraduate numbers, the establishment of a research culture, the commitment to quality enhancement, and the improvement in the financial situation"</i>.</p>
Western Association of Schools and Colleges (WASC) Accrediting Commission Visit	Dr Richard Winn, Vice-President of the WASC for Senior Colleges and Universities visited the University from 6-9 September 2010 for initial discussions on the possibility of USP applying for US regional accreditation. This initiative was in response to the formal request from the Government of the Republic of the Marshall Islands that USP explore WASC accreditation.
Leadership Training	The leadership training recently offered for Heads of Schools, Campus Directors and Heads of Sections were conducted over two days to two groups in Laucala Campus. This was done in recognition of the need that while some of our senior staff members are good managers it does not necessarily mean that they are effective leaders. The training was conducted by Ms Liz Barė, the HR Advisor and Professor Richard Larkins, formerly Vice-Chancellor of Monash University. Initial feedback from participants has been positive.
Review of Governance and Management Enhancement and Strengthening Project	<p>The mid-term Review of the Governance and Management Enhancement and Strengthening (GMES) Project was undertaken by New Zealand Aid Programme Evaluator, Mr. Andrew Kibblewhite, from 14 June – 18 June 2010 at the Laucala Campus, Suva.</p> <p>The review involved meetings with USP Council members and senior management and aimed to</p> <ul style="list-style-type: none"> <li>• provide comfort that the Project is on track to meet all planned deliverables;</li> <li>• identify any 'at risk' activities and recommendations;</li> <li>• assess the extent to which output and any outcomes have been or are</li> </ul>

Activity	Description
	<p>likely to be achieved;</p> <ul style="list-style-type: none"> <li>• identify the degree to which recommendations from work stream activities are being embedded;</li> <li>• identify and assess threats relating to the sustainability of the Project and</li> <li>• identify priority areas that the 2011 evaluation should focus on.</li> </ul> <p>The funding for the GMES project has been extended by NZAID to 31<sup>st</sup> March 2011.</p>
Records Management Road Show	The Manager of the Council and Committee Secretariat and the Deputy University Librarian conducted a Records Management Road Show to raise awareness and prepare staff for the implementation of an effective Records Management System for the University. This is an important area, and it is essential that our records are managed properly and stored digitally so that we can gain easy access to institutional records.

## 5. MAJOR UPCOMING ACTIVITIES AND EVENTS

The remaining months will continue to be busy for the University. Some of the main events beyond the date of the preparation of this report are given in **Table 10** below.

**Table 10 - Activities and Events for the Remainder of 2010**

Activity	Planned Date	Description
Launch of New Zealand-USP Partnership	November or December 2010	This evening cocktail will publicize New Zealand's strong support the University and the launch of the new partnership.
CROP Executives' Sub-Committee on Climate Change	11 October 2010	This inaugural meeting of the sub-committee, which will provide strategic coordination to CROP agencies' response to the issue, was convened in Nadi.
ADB Regional Workshop on Responding to Climate Change	12- 13 October 2010	USP made a presentation on the role of higher education in addressing climate change.
Forum Education Ministers' Meeting	13-14 October 2010	This meeting in Port Moresby set the region's education agenda. USP made five presentations and has partially sponsored the meeting at the request of the PIF Secretariat.
Kiribati Climate Change Meeting	Mid October 2010	USP will be represented by PACE-SD at this meeting which will assist the region in planning for the upcoming COP meeting in Mexico.
Launch of CPA Accreditation	21 October 2010	The launch will raise awareness in the business community, the source of most potential students.
Launch of UNDP Partnership and Leadership Training	November 2010	This will also include a panel discussion on progress toward the achievement of the Millennium Development Goals.
PRIDE Handover	1 November 2010	This significant occasion is taking place alongside this Council meeting.
Vice-Chancellor's Learning and Teaching	11-12 November 2010	The DVC LTSS will organise this meeting for academics to share their experiences and best practice.

<b>Activity</b>	<b>Planned Date</b>	<b>Description</b>
Forum		
Third Quarterly Update Meeting and High-Level Consultations with Australia and New Zealand	<i>16 November 2010 (tbc)</i>	This meeting will entail the University presenting updates on the use of funding to Australia and New Zealand, discussion on the implementation of the Strategic Plan 2010-2012, and an exchange on the University's progress toward achieving its key performance indicators. Australia will release another tranche of funding if it is satisfied with USP's performance.
Launch of the UN Academic Impact Programme	17-19 November 2010	The UN Academic Impact Programme is a global initiative that aligns higher education institutions with the United Nations to actively support ten universally accepted principles in the areas of human rights, literacy, sustainability, and conflict resolution. USP has been invited to join the programme, and the launch will be held at the UN headquarters in New York.
Forum Economic Ministers' Meeting (FEMM)	26-28 November 2010	I will represent USP at the meeting, and will combine my attendance with a visit the Niue campus.
PACE-Net Meeting	29 November- 3 December 2010	This meeting of the project partners, from the Pacific and from Europe, will take place at Laucala.
International Conference on "Future Challenges, Ancient Solutions".	29 November- 3 December 2010	This major international conference will also take place in the first week of December.
COP 16 Mexico	Early December 2010	USP will send a delegation to provide substantive advice and support to member countries, together with other CROP agencies.
Graduations in Vanuatu and Samoa	Early and Mid-December 2010	These are normal graduation ceremonies.

## **6. CONCLUSIONS**

As 2010 draws to an end, it is clear that the Strategic Plan 2010-2012 is proving to be an effective guiding force in all of our activities. The implementation of the Strategic Plan is on track. One of the most important developments at the University this year is the institutionalization of the Strategic Plan such that staff is widely aware and supportive of it, and all activities are guided by it.

The draft Annual Plan 2011 has taken its starting point from the Strategic Plan and has been built from the business and annual plans of Faculties, Schools, Institutes, Centres and Sections. It is a major transformation of the previously done annual budgets and meets best practice requirements for integrating the various planning mechanisms of the University. It is also based on specific outputs and has a strong monitoring mechanism.

Despite the new initiatives, the University has been able to reduce Government contributions by 2 percent again this year to recognize the need for the University to continue to find ways of becoming more cost-effective and to lessen the burden on member countries. AP 2011 provides a good plan for the University to meet all the initiatives of the Strategic Plan for 2011, and indeed to undertake some additional activities.

The follow-up report from the Australian Universities Quality Agency is very positive about the changes the University has been undertaking and the quality of its programmes. This very positive assessment and the accreditations that the University has been able to gain for Accounting and Tourism and Hospitality Programmes attest to the improving quality of the University even in an environment of reduced resources from Governments.

Staff morale has improved, the donor community is encouraged by the University's progress, students are relatively happy with the many improvements to the living and learning environment, and member countries are satisfied that they are being sufficiently consulted and that their HR development needs are being addressed. In addition, the University is perceived as taking a more active and more useful role in the region, and is acknowledged for its substantive participation in CROP meetings and activities. I am gratified that our stakeholders understand the efforts that we are all making to ensure that we are delivering relevant and readily applicable learning, teaching, and research for the Pacific.

Next year will mark the mid-point of our current triennium and the UGC and the Ministers of Finance are expected to meet to consider the University's progress. The University will also undertake significant work to prepare for its next triennium and the consideration of its funding formula. Work will also begin on reviewing the current Strategic Plan and the preparation of the next Strategic Plan, which is proposed to cover two triennia and take the University to its 50<sup>th</sup> anniversary.

All the staff members have worked hard in an environment of rapid change. There is discernible improvement in the performance of the University. I wish to thank all staff once again for their work and dedication. I also thank the SMT for their work and support.

I wish to thank the Pro Chancellor and Chair of Council, the Deputy Chair and the Chair of Finance and Investments Committee for their support, assistance and encouragement.

I extend my sincere appreciation to all donors and development partners for their ongoing support, and for their willingness to ensure that their funds are used to implement the priorities of the University. The University staff members have the capacity, the ideas, and the energy to make great strides for the region. Donor funding strongly contributes to the realization of those ideas, for which I am very grateful.

Professor Rajesh Chandra  
**Vice-Chancellor and President**