



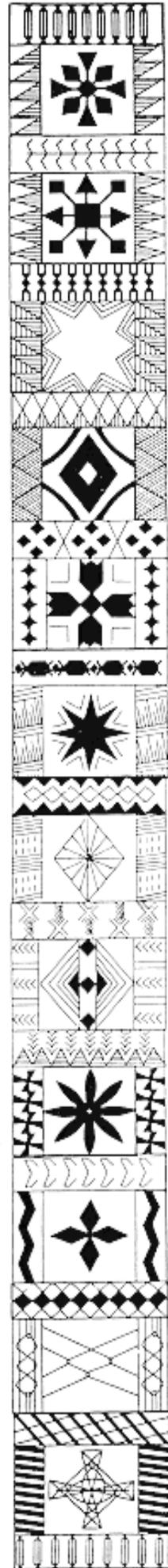
**University
Grants
Committee**

for

The University of the South Pacific

***REPORT
2013-2015 TRIENNIUM***

**SUVA, FIJI
SEPTEMBER 2012**



TERMS OF REFERENCE

The University Grants Committee established in 1971 has the following terms of reference:

“To enquire into the recurrent and capital needs of the University and to advise the participating governments of the region of the total grant deemed to be necessary towards meeting them over a three year period: to examine the academic and financial effectiveness of the university; to advise on the reasonable expected cost of each of the new developments put forward by the University and the governments and to assist, in consultation with the University and governments, the preparation of such plans for the development of the University as to ensure that they meet the national interests and financial capabilities of the countries involved.”

The members of the Committee, who are drawn from inside and outside the Region, are appointed by their respective governments but are expected to participate as individuals and not as representatives.

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ACRONYMS & ABBREVIATIONS

ACS	Australian Computer Society
ADB	Asian Development Bank
AMBA	Association of MBAs
AUQA	Australian Universities Quality Agency
AusAID	Australian Agency for International Development
AUSPS	Association of USP Staff
BDRC	Budget Deficit Reduction Committee
CPA	Chartered and Practicing Accountant
DVC (ARC)	Deputy Vice-Chancellor (Administration and Regional Campuses)
DVC (LTSS)	Deputy Vice-Chancellor (Learning, Teaching & Student Services)
EDHR	Executive Director Human Resources
EU	European Union
FBE	Faculty of Business and Economics
FHEC	Fiji Higher Education Commission
H.E.	His Excellency
HR	Human Resources
ICT	Information, Communication and Technology
IMF	International Monetary Fund
IT	Information Technology
JICA	Japan International Cooperation Agency
MBA	Master of Business Administration
NGOs	Non-Government Organisations
NZUAAU	New Zealand Universities Academic Audit Unit
PCs	Personal Computers
PVC	Pro Vice-Chancellor
SMT	Senior Management Team
SPOMS	Strategic Planning Online Monitoring System
STAR	Strategic Total Academic Review
THE-ICE	The International Centre of Excellence in Tourism and Hospitality Education
TVET	Technical Vocational Education Training
UGC	University Grants Committee
USD	United States Dollar
USP	University of the South Pacific
USPNet	USP Network
USPSA	USP Students Association
WASC	Western Association of Schools and Colleges

SUMMARY OF RECOMMENDATIONS:

Recommendation 1

The UGC notes that its term of reference has been in place since 1971 and suggests that it is perhaps time for its review.

Recommendation 2

The UGC congratulates the Vice Chancellor and SMT for the achievements to date and are pleased that the University is on track to achieve the objectives of the current Strategic Plan by year's end.

Recommendation 3

The UGC notes that the USP is the most successful regional institution in terms of its longstanding positive impact on all member countries. The UGC strongly supports the continuation of a regional university funded by all its member nations. UGC acknowledges that USP plays a very important role in fostering regional solidarity.

Recommendation 4

The UGC commends the University for the bold aspirations for the new triennium. However, at the same time the UGC recognises that being "bold" means more resources and elevated risks. The University is therefore encouraged to strike a balance between relevance, quality and financial viability to ensure the long-term sustainability of USP.

Recommendation 5

The UGC recognises the University's aspiration of moving to an institution of excellence and that the contribution and higher tertiary participation is pivotal to member governments' social and economic development.

Recommendation 6

The UGC commends the University for being mindful of the financial constraints faced by member governments. The UGC accepts the University's proposal to keep member government contributions at the 2012 level of \$47, 946, 462 for each of the three years of the triennium 2013-2015. Although the contributions of member governments remain constant, this represents a significant and continuing decline in real terms.

Recommendation 7

The UGC acknowledges the emergence of the Global Knowledge Economy and that new ICT technologies are playing a much more important role in education. The University is well placed to innovate and provide leadership in this area across the region. The UGC therefore welcomes the proposal for USP to be a Pacific Knowledge Hub, leveraging its available technologies to maximize benefits to all member countries, through the new identified strategic focal area of ICT.

Recommendation 8

The UGC recommends that an independent review of the economic and social benefits to Countries from membership of the USP be undertaken, noting that the last independent review was conducted in 1999 by Dr Dennis Irvine.

Recommendation 9

The issue of current students' unpaid fees was raised at the last UGC Mid-Term Review Meeting and inadequate progress has been made. The University is urged to attend to this matter without further delay.

Recommendation 10

The University is encouraged to maintain the 2 months expenditure cover and to ensure there is 6 weeks cover from unencumbered cash with the remaining 2 weeks covered by the overdraft facility.

Recommendation 11

The UGC encourages USP to ensure that rigorous efforts are made to secure the budgeted level of development assistance. In the event that development assistance does not come through, UGC expects that USP will take a strategic approach to the allocation of the funding it has available.

Recommendation 12

The UGC urges the University to develop a policy guideline on borrowings. To this end, the UGC affirms the urgent need to develop a strategy and implementation of policy and processes to manage external debt.

Recommendation 13

The UGC urges the University to ensure that significant investments have an appropriate rate of return and that they are properly monitored and not to be an extra burden on member countries. For example, cost benefit analysis must be carried out before USP undertakes expansion (e.g. into PNG and Auckland).

Recommendation 14

The UGC urges the University to consider developing a process of international benchmarking to support the drive for quality learning and teaching.

Recommendation 15

The UGC encourages the University to ensure that the student experience including learning and teaching is equivalent in quality across all campuses. This will be particularly important given the University's intention to seek international accreditations.

Recommendation 16

The UGC urges the University to continue to give priority to converting courses to flexible mode to ensure student success and improved pass rates at all campuses.

Recommendation 17

The UGC recommends that the development of new and the revision of existing programmes should be informed by labour market needs. This will require close and high quality relationships with employers and governments across the region.

Recommendation 18

The UGC was made aware of the disparities in fees between countries using different currencies and the grievances which have resulted. The University is urged to investigate and to identify solutions satisfactory to all stakeholders.

Recommendation 19

The UGC recommends that USP give consideration to an appropriate resource allocation over a sustained period to support the aspiration of excellence in research.

Recommendation 20

The UGC reaffirms that USP research concentrate on regional priorities.

Recommendation 21

The UGC recommends a staff mapping exercise against the current research areas.

Recommendation 22

The UGC considers that it will be particularly important for USP to develop and adopt research measures that go beyond traditional measures of excellence to take account of research impact and relevance.

Recommendation 23

The UGC recommends that the university gives priority to the development of a comprehensive plan for staff recruitment, retention and succession. This plan should include a robust performance management and development plan.

Recommendation 24

The UGC encourages the University to ensure that the system of delegations in respect of the management of human resources across the University is delivering efficient and effective outcomes.

Recommendation 25

The UGC recognises that there has been an increase in the number of member countries visited by the SMT. The UGC is still advocating a systematic approach to stakeholder engagement, which is more focused and targeted.

Recommendation 26

The UGC notes that the contributions to USP from other sources represent an increasing proportion of the University's income. The UGC cautions the member governments and USP to be aware of the potential for dilution of member governments' ownership and control of the University.

1. INTRODUCTION

1.1 The University Grants Committee (UGC) for the University of the South Pacific (USP) held its triennial meeting 2013-2015 at the Laucala Campus, Suva between 16 and 20 July 2012. In accordance with its Terms of Reference, the UGC met:

- a) To receive the University's submission for recurrent funding in the new triennium 2013-2015;
- b) To hear from the University its plans for the triennium and to review how these initiatives and developments are proposed to be funded;
- c) To consult University stakeholders on the University plans and evaluate whether plans would meet needs of member countries;
- d) To advise the University member governments, through the Ministers of Finance, on the total grant deemed appropriate for the triennium; and
- e) To review the performance of the University in the current triennium 2010-2012.

Recommendation 1

The UGC notes that its term of reference has been in place since 1971 and suggests that it is perhaps time for its review.

1.2 The programme for the meeting is given as Appendix 1.

1.3 The following UGC members attended the meeting:

Chair:

Winston Thompson

External Members:

Professor Sandra Harding, Australia

Professor Deborah Willis, New Zealand

Regional Members:

Richard Jones Neves, Cook Islands

Sinate Mualaulau, Fiji

Masau Detudamo, Nauru

Tupai Iulai Lavea, Samoa

Shadrach Fanega, Solomon Islands

Tiofilusi Tiueti, Tonga

Minute Alapati Taupo, Tuvalu

Tony Sewen, Vanuatu

Observers:

Takeshi Tanabe, Embassy of Japan, Fiji

Salesh Chand, Embassy of Japan, Fiji

1.4 The UGC received the University's Triennial Submission 2013-2015 before the meeting as well as the following additional documents, shown in Appendix 2.

1.5 The Committee held discussions with the Vice-Chancellor and President and the Senior Management Team (SMT), students, staff associations, Campus Directors, and Fiji based staff of AusAID and New Zealand Aid Programme. Both the Australian and New Zealand Governments contribute directly to the University's core budget as well as other development assistance projects.

1.6 The Committee also met the Fiji Minister of Education, Hon. Filipe Bole and had a separate meeting with the Fiji Prime Minister and Minister for Finance, Hon. Commodore Josaia Voreqe Bainimarama, who chairs the USP Regional Ministers of Finance.

1.7 The UGC wishes to record its appreciation for the excellent arrangements made by the USP for the timely completion of its work and for hosting the meeting.

2. OVERVIEW

2.1 From its modest beginning in 1968 on the former Royal New Zealand Air Force base at Laucala Bay, the University has blossomed into a radiant tropical flower transplanted to all island groups, indisputably the one institution which has had the most profound impact in all the Pacific Islands. As it approaches its 50th anniversary, the many thousands of its alumni are contributing at every level in the public, private and government sectors in every island state and territory. This is a legacy that has reached beyond the region, the University also carving out a respected place for itself in the international academic arena.

2.2 Such an achievement could only have come from a convergence of many factors, the main ones being a capable and dedicated leadership and workforce, consistently sustained support by member governments and generous contributions from many donor governments, agencies and organizations. It has been an exciting period of growth and self-discovery for all concerned with its share of challenges surmounted.

Recommendation 2

The UGC congratulates the Vice Chancellor and SMT for the achievements to date and are pleased that the University is on track to achieve the objectives of the current Strategic Plan by year's end.

Recommendation 3

The UGC notes that the USP is the most successful regional institution in terms of its longstanding positive impact on all member countries. The UGC strongly supports the continuation of a regional university funded by all its member nations. UGC acknowledges that USP plays a very important role in fostering regional solidarity.

2.3 The UGC has been privileged to play a small part in this journey and the current UGC wishes to record its congratulations to all those who have carried the major task in nurturing the University to where it is today.

2.4 Undoubtedly, the period ahead will be even more challenging with accelerating rates of change, driven by rapidly rising aspirations and expectations

from populations hungry to experience the benefits of higher education and a better quality of life.

Recommendation 4

The UGC commends the University for the bold aspirations for the new triennium. However, at the same time the UGC recognises that being “bold” means more resources and elevated risks. The University is therefore encouraged to strike a balance between relevance, quality and financial viability to ensure the long-term sustainability of USP.

Recommendation 5

The UGC recognises the University’s aspiration of moving to an institution of excellence and that the contribution and higher tertiary participation is pivotal to member governments’ social and economic development.

2.5 Many islands in our region are among the most vulnerable to the now certain threat of climate change and sea-level rise. The University will be called upon to be a leader in the search for explanations and viable options.

Recommendation 6

The UGC commends the University for being mindful of the financial constraints faced by member governments. The UGC accepts the University’s proposal to keep member government contributions at the 2012 level of \$47, 946, 462 for each of the three years of the triennium 2013-2015. Although the contributions of member governments remain constant, this represents a significant and continuing decline in real terms.

Recommendation 7

The UGC acknowledges the emergence of the Global Knowledge Economy and that new ICT technologies are playing a much more important role in education. The University is well placed to innovate and provide leadership in this area across the region. The UGC therefore welcomes the proposal for USP to be a Pacific Knowledge Hub, leveraging its available technologies to maximize benefits to all member countries, through the new identified strategic focal area of ICT.

2.6 It is also time for a more inclusive name to be found for the University so that our members from north of the equator can feel completely comfortable. The UGC was happy to learn that this is under active consideration.

2.7 The Strategic Plan 2013-2015 which is the concern of this UGC meeting has built on the bold initiatives which recently refocused the University's priorities to better reflect the evolving needs and capabilities of the region. It is pleasing to record that the recommendations made by the 2011 UGC mid-term review have been addressed by the Vice-Chancellor and the Senior Management Team.

2.8 It remains an issue of concern that the value and impact of Fiji being host to the main campus is sometimes not fully understood in some government circles. It is clear from calculations carried out by staff economists that the returns to Fiji in socio-economic terms are many times the financial contribution. And that is not including the intangible advantage of tens of thousands across the islands who relate to their alma mater with fond memories. An independent study should be commissioned (the last one was in 1999) to clarify this issue, not only for Fiji but also for all the member states.

Recommendation 8

The UGC recommends that an independent review of the economic and social benefits to Countries from membership of the USP be undertaken, noting that the last independent review was conducted in 1999 by Dr Dennis Irvine.

3. FINANCE AND RESOURCES

3.1 The UGC is pleased with the improved financial performance and the continuation of consolidating gains in terms of savings and efficiencies.

3.2 The UGC welcomes the efforts of the USP to keep member contributions at their present level. The USP has outlined that its future growth will be financed through increased development partner contributions. Whilst this support is welcomed, there is a risk that member countries sense of ownership of USP will diminish as the funding levels proportionally fall away.

3.3 The UGC believes that the University must be more proactive in collecting fee arrears. The UGC is concerned that students' unpaid fees continued to be an issue. The UGC raised this issue with the Student Association, who were not aware of the severity of the problem. The UGC reiterated previous advice that this issue needs to be dealt with.

Recommendation 9

The issue of current students' unpaid fees was raised at the last UGC Mid-Term Review Meeting and inadequate progress has been made. The University is urged to attend to this matter without further delay.

3.4 The UGC has noted the efforts of the USP to incorporate unfunded activities into the budget, which it is hoped (and from discussions likely) will be funded from development partners. The USP should clearly identify within the budget which projects/activities would not be pursued if such funding were not forthcoming.

3.5 The UGC has previously proposed a minimum of two months expenditure cover, to anticipate unforeseeable expenditures, particularly in the regional campuses and avoid costly overdraft facilities.

3.6 The UGC accepted the Acting Executive Director of Finance's position in having such a large amount of unencumbered cash during the year. It was put forward that a more economical approach would be to ensure capacity to access overdraft facilities. However, the UGC felt that the USP should maintain two

months of expenditure cover but that this would be backed up by a minimum of six weeks unencumbered cash.

Recommendation 10

The University is encouraged to maintain the 2 months expenditure cover and to ensure there is 6 weeks cover from unencumbered cash with the remaining 2 weeks covered by the overdraft facility.

3.7 The UGC accepts the strategy put forward by the University to articulate in the budget, activities and projects that are to be funded by development partners. This suite of activities and projects can be readily provided to development partners and outline a coherent plan that is consistent with the vision and strategy of the USP. The UGC encourages a plan which clearly articulates what activities will not proceed if funding is not forthcoming.

Recommendation 11

The UGC encourages USP to ensure that rigorous efforts are made to secure the budgeted level of development assistance. In the event that development assistance does not come through, UGC expects that USP will take a strategic approach to the allocation of the funding it has available.

3.8 The USP has now entered into a concessional loan for a facility in Kiribati with the ADB. The UGC notes the absence of an overall borrowing policy guideline to guide the leadership of USP on consideration of any future borrowings. The UGC recommends that the University immediately prepare a set of guidelines to assist future management decisions on any further possible borrowings.

Recommendation 12

The UGC urges the University to develop a policy guideline on borrowings. To this end, the UGC affirms the urgent need to develop a strategy and implementation of policy and processes to manage external debt.

Recommendation 13

The UGC urges the University to ensure that significant investments have an appropriate rate of return and that they are properly monitored and not to be an extra burden on member countries. For

example, cost benefit analysis must be carried out before USP undertakes expansion (e.g. into PNG and Auckland).

3.9 As noted earlier, there is a gap in the information on the overall benefits to all nations of the presence of a USP campus. Previous reports have estimated the quantitative benefits to the countries of a USP presence with the last independent review in 1999. Clearly, this now needs updating. Whilst the University carried out a number of additional studies lately, these were all internal exercises done by its own staff. An independent review is particularly pertinent. As Governments begin to review national budgetary allocations to USP, it is crucial that Governments are conscious of the economic and social benefits of a USP presence in their country.

3.10 The UGC noted the continuing commentary coming from the Fiji Government in relation to the desire to review the level of contribution made by them, particularly in relation to national pressures to fund national tertiary institutions.

3.11 The UGC urges USP to closely monitor the Fiji Higher Education Commission's (FHEC) development of a funding formula for its own national institutions, which could have an impact on USP's future funding and therefore its financial viability.

3.12 Whilst the UGC recognises that there are challenging times for funding of higher education in the region and elsewhere, member governments have continued to pay their contributions, which signify the importance that Governments placed on higher education.

3.13 The UGC is pleased to note that member countries are up to date with their contributions.

4. LEARNING AND TEACHING

4.1 Learning and teaching is a fundamental part of the University's mission and it is clear that the USP seeks to advance improvements in the area of teaching and learning with particular emphasis on quality. Given the aspirations to move from good to excellent, it is clear that the University intends to participate in the global higher education market place. This will require a great deal of effort in the near term as well as a long-term commitment. The UGC also notes the University's intention to have stronger postgraduate focus.

4.2 The UGC commends the University on the number of international programme accreditations achieved so far, such as THE-ICE, CPA Australia, and BCOM and looks forward to the outcomes of the current accreditation work by the ACS and planned WASC and AMBA accreditations.

Recommendation 14

The UGC urges the University to consider developing a process of international benchmarking to support the drive for quality learning and teaching.

4.3 A key feature of international accreditation criteria is the provision of education of equivalent quality across all sites.

Recommendation 15

The UGC encourages the University to ensure that the student experience including learning and teaching is equivalent in quality across all campuses. This will be particularly important given the University's intention to seek international accreditations.

4.4 As an additional benefit this consistency of quality delivery will lead to enhanced student retention and completion. It is important that all students no matter where they are located are able to complete their qualifications in a timely manner. The UGC acknowledges that over the past year work has been undertaken to promote blended learning using Moodle and other modes. An increase in the conversion of courses to a blended mode of delivery is likely to further enhance timely completion and student success. This will ensure that students are more likely to remain enrolled at the USP rather than seeking to complete their

qualifications with other providers. The UGC endorses USP's efforts to identify students who are close to completion and work with them so they may have every chance of progressing to degree completion.

Recommendation 16

The UGC urges the University to continue to give priority to converting courses to flexible mode to ensure student success and improved pass rates at all campuses.

4.5 A key part of USP's historical mission is to add to the talent pool of member countries. The University is particularly successful in this as USP graduates tend to return home after graduation, unlike students who study outside of the region. With this in mind, graduate employability should be a central focus within the suite of USP's academic programmes.

Recommendation 17

The UGC recommends that the development of new and the revision of existing programmes should be informed by labour market needs. This will require close and high quality relationships with employers and governments across the region.

5. REGIONAL CAMPUSES AND REGIONAL ENGAGEMENT

5.1 The UGC acknowledges the support of the Regional Directors to the vision of moving the University from good to excellent in the next triennium and beyond. This signals the close consultation between the Senior Management Team and the Campus Directors in the formulation of the University strategic plan for 2013-2018.

5.2 The UGC commends the expansion of regional campuses to outer islands in recognition of the increasing demand for high level education from outside the national capitals.

5.3 The UGC recognizes the encouraging progress in some countries in the provision and upgrading of infrastructure.

5.4 The UGC commends member governments for the provision of land for Campus development and expansion.

5.5 The UGC commends the University for its efforts in securing a soft loan from ADB to fund Campus Developments in the region.

5.6 The UGC notes in the briefing from the Regional Campuses Directors the increasing demand for the University services in the region and the gaps that still exist. The UGC commends the University's efforts to immediately address some of the challenges of the regional campuses in the first year of the next triennium as evident in performance measures the University has set itself to achieve in 2013. The UGC believes that the early finalisation of the Campuses Development Plan is critical to better guide development efforts in view of the increasing demand from across all campuses.

5.7 The UGC welcomes the regional strategies the University will embark on in the next triennium. This includes the setting up of a regional student scholarship scheme, accommodation, employment and support scheme. The UGC also notes that a graduate employment programme with regional employers will also be established. This is a welcome initiative to facilitate the employability of the University graduates.

5.8 The UGC acknowledges the proposed development and implementation of a regional marketing and promotion programme to increase participation and enrolment at USP. The pathway programme for graduates and mature age students is commended.

5.9 The UGC commends the University for holding graduation ceremonies in a number of member countries.

5.10 The students studying at the regional campuses pay fees in their local currencies and while this has generally been satisfactory, it appears that there may be some disparities in fees between countries using different currencies.

Recommendation 18

The UGC was made aware of the disparities in fees between countries using different currencies and the grievances which have resulted. The University is urged to investigate and to identify solutions satisfactory to all stakeholders.

6. RESEARCH

6.1 The UGC acknowledges that high quality and high impact research is an essential part of an excellent University. Further, the UGC acknowledges and supports USP's research aspirations and notes that these will not be achieved within the next triennium. The USP needs to be prepared to support the goal of excellence in research in a deliberate and systematic way over the long term. Success will require significant funding over a sustained period.

Recommendation 19

The UGC recommends that USP give consideration to an appropriate resource allocation over a sustained period to support the aspiration of excellence in research.

6.2 The University has a unique position as a regional institution located in the Pacific. Not only does this provide USP staff with the opportunity to do research on a regional scale but this will also be attractive to international research partners. This approach is likely to contribute to the production of research outcomes with direct social and economic impacts.

Recommendation 20

The UGC reaffirms that USP research concentrate on regional priorities.

6.3 To ensure that the University is best placed to deliver on its research potential it will be critical to determine the appropriate number of research foci and be prepared to adjust the existing suite of research clusters if necessary. An important element in determining the current level of preparedness of the university to pursue these chosen areas of research will be to assess staff skills against these areas.

Recommendation 21

The UGC recommends a staff mapping exercise against the current research areas.

6.4 An important component of the University's drive to develop research quality will be to monitor research performance. While traditional measures

including, research income, publications, citations, and postgraduate research student completions should be monitored on a regular basis, USP's measures should also assess research impact and relevance.

Recommendation 22

The UGC considers that it will be particularly important for USP to develop and adopt research measures that go beyond traditional measures of excellence to take account of research impact and relevance.

7. HUMAN RESOURCES

7.1 The UGC acknowledges that the University community has experienced a significant pace of change in the current triennium. The new Strategic Plan would indicate that the pace of change is likely to continue and perhaps accelerate. It is pleasing to note that Staff Unions are generally supportive of the University strategic direction, a factor attributable to the consultative planning process undertaken by the University.

7.2 The UGC was informed that there is no consistent workload model for academic staff operating across the University. The University may wish to look at the current guidelines to ensure greater transparency and consistency.

7.3 The UGC acknowledges the recent appointment of the EDHR and the substantial amount of work to be undertaken in this portfolio.

7.4 The UGC acknowledges that the University has taken steps to develop its performance management system as well as develop strategies for staff retention and development. In order for the University to achieve its aim of excellence, its human resource systems need to be transformed, therefore there needs to be a robust performance management system to track performance and address issues that might derail the objectives of the University.

Recommendation 23

The UGC recommends that the University gives priority to the development of a comprehensive plan for staff recruitment, retention and succession. This plan should include a robust performance management and development plan.

7.5 The UGC notes that the centralized system of human resources management may have some implications for staff management across the University. The University may wish to consider delegating some powers to regional campuses to deal with human resource management.

Recommendation 24

The UGC encourages the University to ensure that the system of delegations in respect of the management of human resources across the University is delivering efficient and effective outcomes.

8. STAKEHOLDERS ENGAGEMENT

8.1 The UGC was happy to note that there was a more positive relationship between the staff, students and senior management than had been evident at previous meetings. The Vice-Chancellor is to be commended on managing a particularly troublesome area in a way as to obtain buy-in by stakeholders to the fundamental teaching/learning and research role of the University.

8.2 Since the last meeting, the Vice-Chancellor and the Senior Management Team have made greater efforts to visit the remote campuses and to consult with member governments and with staff. This is an area that needs constant attention and the UGC can only urge the management to keep this a top priority.

Recommendation 25

The UGC recognises that there has been an increase in the number of member countries visited by the SMT. The UGC is still advocating a systematic approach to stakeholder engagement, which is more focused and targeted.

8.3 The UGC was pleased to note the continuing confidence of donors as evidenced by increasing offers of assistance to fund various programmes and scholarships. There was concern that over-dependence did not result in loss of control by member countries.

Recommendation 26

The UGC notes that the contributions to USP from other sources represent an increasing proportion of the University's income. The UGC cautions the member governments and USP to be aware of the potential for dilution of member governments' ownership and control of the University.

9. GOING FORWARD TO 2018

9.1 The UGC re-iterates what it had stated in its 2011 Mid-Term Review Report in that it is confident that the University has the vision, the talent and the strategy to move the University to its 50th year in 2018. The UGC is convinced that the USP has the leadership necessary to implement the new strategic plan. This will enable the University to meet the needs of its member countries during challenging times ahead and to find solutions to problems through more entrepreneurial means and applied research.

9.2 The UGC looks forward to continuing to support the USP in its endeavours.



The University Grants Committee

FINAL PROGRAMME
UGC TRIENNIAL MEETING FOR 2013-2015

Dates: Monday 16th July - Friday 20th July 2012

Venue: Videoconference Room 1, Level 2, Building B, Japan – Pacific ICT Centre, USP Laucala Campus, Suva.

Monday 16th July 2012

8.30am - 9.00am	Welcome & Introductions
9.00am – 10.00am	UGC to attend Official Opening of the Regional Conference on Local Governments for Climate Change
10.00am – 10.30am	Morning Tea
10.30am – 12.00pm	UGC Private Meeting
12.00pm – 1.00pm	Vice-Chancellor & President (<i>Professor Rajesh Chandra</i>)
1.00pm – 2.00pm	Lunch with the Vice-Chancellor and SMT
2.30pm	Meeting with Minister of Education (<i>Hon. Filipe Bole</i>) Level 2, Senikau House
3.00pm – 5.00pm	USP Vice-Chancellor and Senior Management Team:

Presentation by Vice-Chancellor on the USP Triennial Submission 2013-2015

Vice-Chancellor (*Professor Rajesh Chandra*)

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

Pro Vice Chancellor, Planning & Quality (*Dr Michael Gregory*)

Pro Vice-Chancellor, Research & International, (*Professor John Bythell*)

Acting Executive Director of Finance (*Mr Kolinio Boila*)

Dean, Faculty of Arts, Law & Education (*Dr Akanisi Kedrayate*)

Acting Dean, Faculty of Business and Economics (*Dr Kesaia Seniloli*)

Dean, Faculty of Science, Technology and Environment

(*Dr Anjeela Jokhan*)

Executive Director Human Resources (*Ms Heather Stadel*)

Tuesday 17th July 2012

9.00am – 10.00am	UGC Private Meeting
10.00am – 10.30am	Morning Tea
11.00am	Meeting with Fiji Minister of Finance (<i>Hon. Commodore Voreqe Bainimarama</i>) Government Buildings, Suva
11.30am – 1.00pm	(Cont'd) Vice-Chancellor & SMT: Presentation of the USP Triennial Submission 2013-2015
1.00pm – 2.00pm	Lunch
2.00pm – 3.00pm	Acting Executive Director Finance (<i>Mr Kolinio Boila</i>)

- 3.00pm – 4.00pm PVC Planning & Quality
(*Dr Michael Gregory*)
- 4.00pm – 5.00pm DVC Administration & Regional Campuses
(*Dr Esther Williams*)

Wednesday 18th July 2012

- 9.00am – 10.00am UGC Private Meeting
- 10.00am - 10.30am Morning Tea
- 10.30am -11.30am UGC Private meeting
- 11.30am – 12.30pm Faculty Deans:
Dean Faculty of Arts, Law & Education (*Dr Akanisi Kedayate*), Acting Dean, Faculty of Business and Economics (*Dr Kesaia Seniloli*) & Dean, Faculty of Science, Technology and Environment (*Dr Anjeela Jokhan*)
- 12.30pm – 1.00pm Student Representatives
(*Federal USPSA and Laucala USPSA representatives*)
- 1.00pm – 2.00pm Lunch
- 2.00pm – 3.00pm PCV Research & International
(*Professor John Bythell*)
- 3.00pm – 4.00pm Executive Director of Human Resources
(*Ms Heather Stadel*)
- 4.00pm – 5.00pm USP Development Partners:
Senior Program Manager Regional Education, AusAID
(*Ms Lori Banks Dutta*)
New Zealand Aid Programme
(*Ms Helen Leslie*)

Thursday 19th July 2012

9.00am	UGC Private Meeting/Report Writing
10.30am	Morning Tea
11.00am-12.00pm	Video Conference Session with Campus Directors (<i>Video Conference Room, ICT Building</i>)
1.00pm – 2.00pm	Lunch
2.00pm – 3.00pm	Staff Unions (<i>Mr Krishna Raghuwaiya</i>) (<i>Ms Litiana Waqalevu</i>) (<i>Mr Reuben Colata</i>) (<i>Mr Jo Wata</i>)
3.00pm – 3.30pm	Afternoon Tea
3.30pm- 5.00pm	UGC Private Meeting/UGC Report Writing

Friday 20th July 2012

9.00am -11.00am	UGC Private Meeting & Cont'd UGC Report Writing
11.00am – 12.00pm	Debriefing with USP Vice-Chancellor & President and USP Senior Management Team

LIST OF DOCUMENTS REFERRED TO AND SUPPLIED SEPARATELY TO UGC

1. The Quin Report, (2010), “**Post Audit Visit of the University of the South Pacific**”, 12-14 July 2010.
2. UNDP, (2010), “**Human Development Report: Sustainability and Equity, A better Future for all**”, United Nations Development Programme.
3. USP, (2004), “**A Regional University of Excellence – Weaving Past and Present for the Future: A Vision for the Year 2020**”, Suva, University of the South Pacific.
4. USP, (2008), “**Audit Report**”, AUQA/NZUAAU.
5. USP (2011), “**Mid Term Report Progress Report to the UGC**”.
6. USP (2010), “**Strategic Plan 2010-2012: Quality, Relevance and Sustainability**”.
7. USP, (2009), “**Triennial Submission to the UGC, 2010-2012**”.
8. USP, (2012), “**Annual Plan 2012**”, University of the South Pacific, Suva, Fiji.
9. USP, (2012), “**Annual Report 2011**”, University of the South Pacific, Suva, Fiji.
10. USP, (2011), “**Annual Report 2010**”, University of the South Pacific, Suva, Fiji.
11. USP, (2010), “**Annual Report 2009**”, University of the South Pacific, Suva, Fiji.
12. Dennis H. Irvine (September 1999), “**The Economic and Social Benefits to Countries from membership of the University of the South Pacific**”, A report carried out on behalf of the University Grants Committee (unpublished). (Tabled at meeting).